Needs Assessment Survey Report

AmeriCorps VISTA Capacity Building Associates:

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*Indiana enjoys a rich tradition of Hoosiers working together to help themselves and their communities. In that spirit, the mission of the Office of Faith-Based and Community Initiatives is to: **CONNECT** organizations and communities to grants, services, and each other; **PROMOTE** volunteerism and service to improve the lives of Hoosiers; **ENCOURAGE** public and private resources to seed and sustain innovative and high quality community and faith-based initiatives; and, **HIGHLIGHT** the good works of individuals and their communities with best practices and innovative models.*

Executive Summary

The Office of Faith-Based and Community Initiatives (OFBCI) was granted five AmeriCorps VISTA volunteers in June of 2010. Four of these VISTAs will serve their year as Capacity Building Associates with the goal of increasing the capacity of faith-based and community organizations (FBCOs) that are dedicated to creating and expanding programs that ultimately bring low-income individuals and communities out of poverty. This VISTA Initiative, as it will be called in the report, seeks to connect training and technical assistance resources from all over the state in an effort to build the organizational capacity of organizations that combat the varied forms of poverty. Our vision of having 'Hoosiers help Hoosiers' comes in the form of training and partnerships around various areas of capacity building assistance, such as financial management, strategic planning, board development, and more. The first step of this project was to create a Needs Assessment Survey which both found organizations to whom to provide their capacity building services and showed the areas of nonprofit management that are the most challenging for Hoosier nonprofits, thus directing the type of services they will provide. This report is a summary of the findings from this survey.

The survey consisted of 10 sections of general areas of capacity with between four and ten questions in each section. The substantive questions either reflect a basic requirement of operations or a significant achievement in capacity. The target audience was small, grassroots organizations of either faith or secular background who desire to build their capacity through the services offered by the AmeriCorps VISTA project and in some way have programs that relate to anti-poverty efforts. In total, 107 organizations took the survey and were distributed nearly evenly between faith-based and community-based organizations. Not every respondent was from a registered nonprofit with 501(c) 3 status, and not every respondent finished the survey completely. The responses to the questions were coded into numerical scores and analyzed collectively as well as by region.

The five regions are:
> **Region 1:** Southeast
> **Region 2:** Southwest
> **Region 3:** Northwest
> **Region 4:** Northeast
> **Region 5:** Central
> *(A map with color-coded regions is located in **Appendix A**).*

The majority of respondents came from Central and Northeast Indiana, while the fewest came from the Southeast region. The sample is not robust enough to be able to make any generalizations about the state of nonprofits in Indiana or in any particular region.

Organizations were scored individually to get an aggregate total score based on their responses. From this individual analysis, we find that of the 98 complete survey responses, five (or 5.10%) of the organizations are considered low capacity organizations based on the total points available in the survey. This is quite low, and the rest of the respondents fell nearly equally in the mid capacity or high capacity level according their scores on the categorical questionnaire of basic requirements and achievement of nonprofit management. Typically, the method of analysis was finding mean average for each category in either the regions or statewide groups. The general findings indicate higher capacities in the categories of Marketing, Organizational Assessment, and Networking and Advocacy, though there are differences among the regions. The three most challenging categories of capacity are Planning and Programming, Operations and Governance, and Human Resources. In the middle range are Financial Resources and Information Technology.

There is, however, an aspect of the survey that holds more validity and importance to the Indiana faith and community-based organizations that responded to the survey and the related stakeholders than the data collected. The most intriguing findings surface in the large discrepancies between the answers that the organizations gave to their personal rankings of the eight areas of capacity and the data drawn from the categorical scores. The differences in ranking of the self-reported needs and the categorical scores, as discussed above, show an issue in perception. Though there are

reasons that may account for some of this discrepancy based on the context of the survey and the definitions of the terms, the findings indicate that many of the participating nonprofit leaders may not have a realistic perception of their organizational capacity.

Without a critical outside perspective, these organizations may be approaching building capacity in a less effective way. This critical finding influences the goals of the whole project. What is first needed is to help nonprofit leaders understand the complexity of capacity building. It is not solely about getting more money to expand programs as the respondents seem to indicate in their responses. Our role as VISTAs is to then bring an outsider's perspective to their operations because for many grassroots organizations, the tasks related to building capacity are too time-consuming when there are far too many daily and urgent needs for the mere operation of the organization.

This survey does not, in the least, find blame in the nonprofit leaders for any degree of this perception issue, but it is the responsibility of the organizations in conjunction with all the stakeholders in this nonprofit community—governments, funders, trainers, businesses, etc.—to work together to solve the problems of capacity. The OFBCI VISTA Initiative hopes to connect these stakeholders and build capacity through partnership, research, and a shared passion for serving the public good.

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Chapter 1 – Introduction

In 2005, Governor Mitch Daniels created the Office of Faith-Based and Community Initiatives (OFBCI) to insure that the faith-based institutions of Indiana were provided equal access to state and federal resources. Alongside the Indiana Commission of Community Service and Volunteerism (ICCSV), a group of community leaders appointed by Governor Mitch Daniels to advocate, review and adjust the state's position on issues related to the community service and volunteer sectors, OFBCI provides information, training, technical assistance, and limited grant funding to both community-based and faith-based organizations seeking to make Indiana a better place to live for all citizens. Our office serves as a liaison between government and nonprofits in order to support the collaborative effort to serve Hoosiers in need. We have discovered that these organizations are helping their neighbors in incredibly innovative ways, and one of OFBCI's goals is to highlight those achievements.

Since my appointment as Executive Director of the OFB CI two years ago I've had an unprecedented opportunity to meet Hoosiers from various backgrounds, traditions and religious beliefs, each with an undeniable commitment to serving their communities and neighbors. Recently our national economy has taken a turn for the worse, making the work of these everyday Good Samaritans more difficult as their capacity to deliver effective programs is stretched to the breaking point. Because of this confluence of increased need and decreased resources, it has become imperative for OFBCI to take more measures to support our nonprofits serving their local communities. This is why we recruited five AmeriCorps VISTAs to serve faith-based and community-based organizations (FBCOs) by facilitating resource networking and capacity building.

The results of this report have been surprising and encouraging, and we feel that it demonstrates our desire to strengthen Hoosier nonprofits. What we have seen is that the various regions of the state have unique strengths, which has helped us tailor our services regionally to utilize those talents and skills to bolster the most challenging areas of capacity. Most of all, we are excited to

reach out to communities that we have not been in contact with thus far. In doing so, we expand the

network of collaboration with our office. This regional focus can help us make these connections to build

up a better infrastructure for the nonprofit community.

One finding from the survey that was not surprising at all was the innovative and comprehensive

nature of Hoosier nonprofits' services to those in need. We have sought to highlight and champion the

many good works happening in our state, and this survey has given us a new way to hear about these

local success stories. The daily work of grassroots agencies across Indiana is the true life blood of our

cities and towns. Without their dedication and labor of love, nothing we do would have a lasting impact

on the well-being of our citizens.

On behalf of Governor Daniels, the staff of the Office of Faith-Based and Community Initiatives

and hundreds of Hoosiers that are benefitting from your tireless commitment and programs I want to

thank you for your participation in this study. We are committed to using the data from this report as

well as your feedback to position OFBCI as an effective partner for programs and agencies across the

Indiana who share in the commitment of service for all Hoosiers.

Sincerely,

Isaac E. Randolph, Jr.
Executive Director
Office of Faith-Based and Community Initiatives

Chapter 2 – Capacity Building

According to Paul C. Light and Elizabeth T. Hubbard, co-authors of *The Capacity Building Challenge*, "capacity building is one of the most fashionable, yet least understood, terms in the nonprofit sector today" (Light and Hubbard 2). Light and Hubbard add that other authors posit that "within the field of capacity building, there is a striking lack of a shared definition of capacity building among nonprofit leaders, philanthropists, researchers, and consultants" (Ann Philbin qtd. in Light and Hubbard 2). It has been defined in its simplest form as staff development, meeting community needs, providing technical assistance, or anything that strengthens an organization (Light and Hubbard 2). The definition of capacity building truly varies depending on who is asked and the context in which it is used.

If the term "capacity building" is placed into an internet search engine, the list of definitions would be infinite and still may not adequately capture all of its meaning. The varied uses of the term could have, or may already have had, dire consequences for the nonprofit sector. The challenges that stem from the lack of consensus among nonprofit professionals, philanthropists, researchers and consultants is the fact that each actor has a different idea of what it means, its importance, how it should be addressed, the level of investment, and the impact that it has within the nonprofit sector and community at large. Ultimately, with this level of confusion of the mere definition, it becomes difficult for stakeholders that have similar missions to make effective investments that are crucial to improving the effectiveness and efficiency of the nonprofit sector. This discussion is even more relevant now in this economic recession and as government, nonprofits, philanthropists, and corporations have to collaborate more because of limited budgets for charitable giving. It is within this background that we define capacity building of nonprofits by using a definition from the National Council of Nonprofits, an independent organization that supports the needs of nonprofit associations across the country.

According to the Nonprofit Council on Nonprofits, nonprofit capacity building refers to activities that improve and enhance a nonprofit organization's ability to achieve its mission and sustain itself over

time. They include examples of communication strategy, improving volunteer recruitment, identifying more efficient uses of technology, learning about complex new IRS and state regulations, and adopting new governance practices. Often times, other activities are included such as training and workshops that discuss strategic planning, board development, fund development, human resources, and resource mobilization. Capacity building activities are carried out through technical assistance from a consultant, a grants or program officer, or through a larger organization (known as an intermediary) that receives funding to support a number of organizations in the area of capacity building. To put it simply, capacity building is whatever is needed to bring a nonprofit to the next level of programmatic, financial, or organizational maturity in order to more effectively fulfill its mission ("*What is Capacity Building*").

Investing in nonprofit capacity building is critical to our society's ability to address the welfare needs of our people and the communities in which we live. The nonprofit sector by its mission has worked endlessly to address very complex problems in an ever-changing society with limited financial resources. As our nation is impacted by this recession, we must plead the case of why it is necessary and important for the nonprofit sector to have support in the area of capacity building. Barney Singer of the Academy for Educational Development shared his thoughts on this at the USAID Partnership Conference in 2007. He believes that nonprofit capacity building is important because it enables the organization to fulfill its mission and serve its beneficiaries. He adds that capacity building matters because there is a need for great programs as well as great organizations behind them to produce sustainable results. Finally he states, that by investing in building capacity, an organization positions itself to demonstrate its potential as an effective partner (Singer).

It is vital to a nonprofit's success to demonstrate itself as an effective partner to its community, local, state, and federal governments, corporate and philanthropic grant makers, universities, and most importantly, to donors and volunteers. As various articles have expressed, each of these partners of the nonprofit sector has a role to play in building the nonprofit sectors capacity to be equal players so that

they may be equal partners (De Vita and Fleming 10). This investment in capacity building will allow the nonprofit sector and those who have a stake in their mission to help nonprofits meet their mission and serve their beneficiaries more effectively and efficiently. The most helpful capacity-related activity for any nonprofit organization seeking to be an effective partner with its stakeholders is its ability to assess its capacity by engaging in an organization needs assessment, such as the one this report details. This exercise can be conducted as a self assessment by the organization or it may have an assessment performed by an outside evaluator. The purpose of this activity is to identify key capacity building areas that need to be addressed to enable the organization to operate effectively and efficiently.

This assessment is vital in understanding the internal and external needs of an organization. The information taken from the assessment can aid in understanding where the organization stands to then obtain the resources needed to strengthen its operations. An organizational needs assessment is critical not only for the nonprofit board and staff but also for investors, volunteers, and other stakeholders.

The assessment could identify specific areas in which capacity must be built, and the needed resources may already be present in the organization, such as tapping an existing volunteer with financial management skills. Other methods could be finding low-cost training workshops provided by a local agencies that will help the staff and board learn how to effectively create policies and systems that strengthen the organization's operations. Or, after making a detailed capacity building plan, an organization could write a proposal to a grant maker in order to hire experienced consultants to conduct the training on site. These are relatively simple solutions, but the knowledge of the problem would probably not exist without an organizational needs assessment. This is the reason that we began our capacity building project with this Needs Assessment Survey. Beyond our own purposes for the survey, we hope that the nonprofit leaders who answered the questions adopted a critical perspective of their organizations that lasted after the survey ended. It is absolutely critical to first have the knowledge of where capacity needs to be built before any activities are able to commence.

Chapter 3 – VISTA Mission and Project Goals

> *"AmeriCorps VISTA is the national service program designed specifically to fight poverty. Founded as Volunteers in Service to America in 1965 and incorporated into the AmeriCorps network of programs in 1993, VISTA has been on the front lines in the fight against poverty in America for more than 40 years.*
> *VISTA members commit to serve full-time for a year at a nonprofit organization or local government agency, working to fight illiteracy, improve health services, create businesses, strengthen community groups, and much more." ("AmeriCorps VISTA")*

"VISTA" stands for "Volunteers in Service to America." As VISTAs, our mission is to combat poverty by offering capacity building efforts for different agencies. The four Capacity Building Associates are working to provide technical assistance and training for grassroots faith-based and community organizations (FBCOs) across the state of Indiana. Our goal is to increase the capacity of faith-based and community organizations (FBCOs), particularly those which are dedicated to creating and expanding programs that ultimately bring low-income individuals and communities out of poverty. To do this, we will be partnering with nonprofits from across the state, providing one-on-one training when we have the skills to do so, and connecting to technical assistance providers in areas like board development, volunteer management, financial management, and more when our office is not the expert. Other forms of assistance may take the form of group trainings and creating networking events for collaboration. To make this happen, we first need organizations, and we need insight into their organizational capacity to see if they are a good match for our project. From there, we realize that we will have to focus our capacity building efforts on the most needed areas. We need to know what small nonprofits need when it comes to increasing their capacity to deliver services to those that are in poverty. That is the intent behind the survey on which this report is based. Now that the data has been analyzed and processed, we have a frame in which to approach the participating organizations to make the most important community connections and deliver the most appropriate technical assistance.

Our goal is to help each organization solidify their future through sustainable, focused growth in their organizational capacity. While we understand that each locality is different, there are also some things that are the same. One perspective we brought into this project is that duplicate efforts can waste sparse community resources, especially at the local level. We recognize the benefits of collaboration over a multiplication of the numbers of nonprofits—helping the nonprofit sector grow stronger, not necessarily bigger. By analyzing local demographic data and by meeting with local leaders, our hope is to utilize each community's existing assets to overcome its challenges. A sincere effort will be placed on connecting nonprofits with resources in their area to continue to build their capacity after our project ends. Our term of service is only a year, and we do not want to allow those we work with to become dependent on us for outside consultation. Resources and assets are plentiful in every region of Indiana, so even more than directly providing technical assistance, we need to make sure these small organizations become plugged in to the existing infrastructure that is already able to meet their needs.

Thus, the intent of this report is not to be an academic discussion of the data results. We want it to be useful for all members of the nonprofit community in Indiana, particularly nonprofit leaders who took the survey and are looking to build their capacity. As readers will see, there is a surprising lack of connection between real and perceived capacity, so this information will be useful to nonprofit leaders, researchers, consultants, and associations. Indiana is in great need of stronger, more effective nonprofits because the need for their services has risen drastically over the past few years. The data from this survey cannot be used to make blanket conclusions about the overall state of Hoosier nonprofits, and it ought to be noted that this was never the intent because such research already exists. However, there are certain trends among these small, grassroots organizations that are worth recognizing because of their implications for capacity-builders. There is much at stake for the social-service providing community, and this survey and report serve as an attempt by OFBCI to learn and adjust its actions in serving these nonprofits.

Chapter 4 – The VISTAs

Capacity Building Associates: The goal is to increase the capacity of faith-based and community organizations, and in particular, the ones dedicated to fighting poverty. The method is one-on-one partnerships providing training and technical assistance to Hoosier nonprofits all over the state.

LaVera Butler is a recent Returned Peace Corps Volunteer who served in eastern Uganda with a faith-based nongovernmental organization for the past two years. She is a former federal employee with the Corporation for National Service and has over three years of experiencing supporting nonprofits that sponsor AmeriCorps VISTA and Senior Corps Programs. She holds a Bachelor's and Master's in Public Administration from Stephen F. Austin State University and Nonprofit Management Certification from University of Texas at Austin.

Monica Krause is a recent University of Evansville graduate and a native of Fort Wayne, Monica will be focusing her efforts in the Northeastern part of the state. She has been actively involved in nonprofits through her church, university, and volunteer experiences, particularly through immersion programs focusing on direct service to the hungry and homeless in places like San Francisco, Washington DC, and New Orleans. After a study abroad program in East Africa, she became passionate about multicultural organizations serving refugees and immigrants. In the future, Monica hopes to have a career in nonprofits dealing with advocacy, research, and policy development.

Alex Luboff recently graduated from Indiana University at Bloomington, Alex will be focusing on the Southwestern region of the state. In addition to being a volunteer since he was 5, Alex has also worked for nonprofits across the country, from the Montana Rockies to Capitol Hill in Washington D.C. At IU, he was President of his community service fraternity, represented IU as a student ambassador, worked for various causes as a student activist, and served on several campus committees. Alex hopes to pursue a career in grassroots nonprofit management and public advocacy.

Julie Singer is a recent graduate of Indiana University at Bloomington and a Carmel resident, Julie will focus her efforts in Southeastern Indiana where she has personal and social connections. She would like to pursue a career in public affairs and social policy.

Volunteer Outreach Associate: The goal is to enhance Indiana's statewide volunteer network infrastructure to better address community needs and help organizations fight poverty. The focus is to promote and facilitate skills-based volunteerism and volunteerism among Hoosiers 55 and older, and to help nonprofits and corporate volunteer programs connect to volunteer resources.

Kristin Owens is a California native and a graduate of Brigham Young University, Kristin worked as a journalist before moving to the Midwest and dedicating herself to VISTA. She is passionate about service and can be found volunteering three days a week at several local nonprofits. She hopes to continue working in the Indianapolis not-for-profit community after completing her VISTA term.

Chapter 5 – Notes on the Methodology

*(A full discussion of the survey's development and distribution can be found in **Appendix E)***

   The purpose of our Needs Assessment Survey is two-fold. First, we needed a group of

organizations in need of capacity building assistance who wanted to take part in our project. The survey

served as an "application" to inquire about our services and give us an idea of their organizational

capacity so we could best choose how to assist each organization. The second purpose was to give us an

idea of the most common challenges facing Hoosier nonprofits so that we could begin preparing

ourselves so our support could be as effective as possible. These dual purposes affected the content of

the survey and how it was advertised.

   The questionnaire focuses on general topics related to nonprofit management, and each

category contains up to ten questions which focused on either minimum necessary requirements for an

organization's operations or a significant achievement of capacity. A majority of the questions are

formatted similarly to the Likert scale with respondents given a statement and asked to respond from

the following choices: Strongly Disagree; Disagree; Agree; Strongly Agree; Don't Know/Not Applicable.

The questions in each category were coded on a score of 0-5, with a higher score reflecting a higher

capacity, which gave the opportunity to get mean average scores for each question and category. These

scores are what are referred to in the later sections as Categorical Scores, and were used to create

rankings from most challenging and to least challenging areas of capacity. The categories are as follows:

Demographic/ Contact Info	Organizational Assessment	Operations and Governance	Planning and Programming	Marketing
Networking and Advocacy	Information Technology	Human Resources	Financial Resources	Capacity Building Support

One question on the survey asked participants to rank the eight significant categories (all except

Demographic/Contact Info and Capacity Building Support) in order from most challenging to least

challenging, which also gave the opportunity to determine mean averages of the rank that participants

gave each area of capacity. These Self-Reported Rankings were compared to the Categorical Rankings as discussed above.

Based on the Categorical Score, we were able to infer levels of organizational capacity. There is a total of 176 possible points from the coded questions, and we determine 3 levels of capacity based on the raw scores: high capacity organizations score between 133-176 points; middle level capacity is a range of 89-132; low capacity organizations have between 44-88 points. This range was determined based on both the highest and lowest scores possible and then by dividing that range into three equal parts. While we are aware that there are countless other considerations when it comes to making an accurate judgment of organizational capacity, we feel that this simplistic quantitative measure suits our purpose in understanding the current operations of these organizations with whom we will be working.

We advertised the survey and our capacity building services through a variety of ways. Personal emails were sent to contacts of the various networks within OFBCI. It was also advertised through the office's weekly Friday Night Facts publication. Please refer to Appendices B and C for the FNF flyer and the invitation to take the survey sent through e-mail.

(A full discussion of the survey's development and distribution can be found in **Appendix E)**

Chapter 6 – Statewide Findings

There were responses from 36[1] Indiana counties, which is roughly 39% of the counties in the state. While we have stated that our intention was not to produce another survey on the overall capacity of Hoosier nonprofits, we did want to reach into varying areas of the state to see if, based on regions, patterns would emerge among the nonprofits that took the survey, and if that could help us to determine what kinds of assistance we, as an office, could either deliver or connect our survey respondents with in their regions. The Regional Breakdowns in Chapters 7-11 discuss those specifics.

Ch. 6.1 – Context of Poverty

Social service agencies that address issues of poverty are up to a daunting challenge, and the latest numbers available on poverty display this point. According to the latest U.S. Census Bureau report[2] on poverty (released on September 16th, 2010), the official poverty rate in 2009 was 14.3%, up from 13.2% in 2008, the highest poverty rate since 1994. This was the second statistically significant annual increase in the poverty rate since 2004. Real per capita income declined by a total of 1.2% for the total population in 2009. The median household income in 2009 was not statistically different from the 2008 median in real terms. In 2009, 43.6 million Americans were in poverty, up from 39.8 million in 2008, making it the third consecutive annual increase in the number of people in poverty. While these numbers do not tell the entire story of poverty in our country or state, they do help to display that the effectiveness of faith and community agencies that provide services to those in need is a concern for all.

While the focus of this report is on the capacity of the social service agencies that responded by our deadline—whether faith or community-based—the overriding aim of the authors of this report, as AmeriCorps VISTAs, is to address poverty. Our purpose in producing this report is to display how we are

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[1] Allen, Bartholomew, Carroll, Clark, Clay, Clinton, Daviess, Dearborn, DeKalb, Delaware, Dubois, Elkhart, Fayette, Floyd, Gibson, Grant, Harrison, Hendricks, Henry, Knox, Lake, Madison, Marion, Miami, Monroe, Parke, Perry, Porter, Randolph, Scott, Spencer, St. Joseph, Vanderburgh, Vigo, Wayne, and Whitley
[2] http://www.census.gov/prod/2010pubs/p60-238.pdf September 16th, 2010

approaching capacity building with small nonprofits. Nonprofit agencies of all backgrounds make impacts on the quality of life in communities across the country, and to increase their capacity is to assist Hoosiers in need. It is our hope that this report emphasizes that we are at our best when we work together, and that constructive criticism is only useful if it is followed by a helping hand.

Ch. 6.2 – Demographics
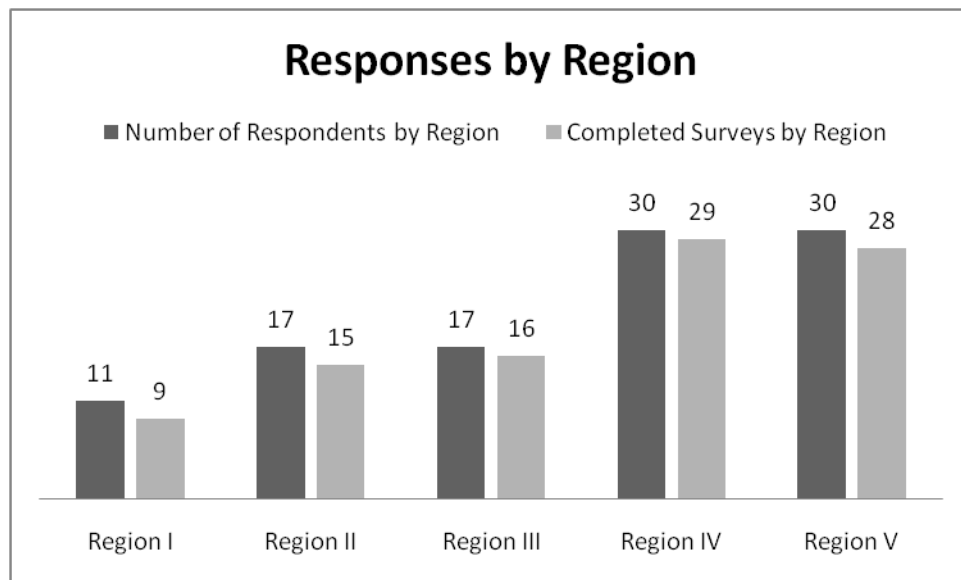
Graph 6.1: *Shows the number of respondents based on region.*

Graph 6.1 illustrates graphically the percentage breakdown by county of the respondent's geographical location. *Please refer to **Appendix A** for a map of the state showing the borders of each region*. As evidenced by the first graph, 11% of the completed survey responses came from Region 1, which was the smallest number of responses, with only nine completed surveys, ranging to Region 4 which represented 29% of completing, edging out Region 5 by one complete survey. This uneven distribution, as well as the low response rate to the survey itself, may be evidence of limited outreach and public knowledge of OFBCI itself, as the survey was distributed primarily via OFBCI channels. For detailed description of distribution, please see **Appendix E, Section E3**. If our intention had been to produce a statewide picture, we would have had to greatly increase our responses. However, since our

intentions were to attract possible partners for our VISTA Initiative, the number of organizations was

more than adequate for the 4 Capacity Building Associates to handle in that respect.

Ch. 6.3 – Capacity Levels

| Region	Low Capacity	Mid Capacity	High Capacity	Total
1	0 0%	5 55.56%	4 44.44%	**9** **100%**
2	1 6.25%	6 37.50%	9 56.25%	**16** **100%**
3	0 0%	8 50%	8 50%	**16** **100%**
4	2 6.90%	14 48.28%	13 44.83%	**29** **100%**
5	2 7.14%	14 50%	12 42.86%	**28** **100%**
State	**5** **5.10%**	**47** **47.96%**	**46** **46.94%**	**98** **100%**

Graph 6.3: *Shows the regional and statewide breakdown of capacity levels for respondents based on a simple tally of their scores from their responses to the questions.*

In order to quantitatively measure the capacity of organizations, we created an equal scale

based on the number of points available when the survey questions were coded. The scale is evenly

divided into three levels (low, mid, and high capacity) in order to measure organizations on an individual

level. Out of a total 176 points, high-capacity organizations scored at least 133, and mid-capacity

organizations received a score between 89 and 132, while low-capacity organizations scored between

44 and 88 points. This was determined by considering the highest and lowest scores possible and

dividing into three equal parts. As seen in Graph 6.2, only five organizations earned a score of low

capacity, 47 organizations earned a score of mid capacity, and a total of 46 organizations earned a high

capacity score. It does not appear that the differences in the number of respondents in each region have

much of an impact because there are so few low capacity organizations.

While we certainly want to give the survey participants the benefit of the doubt, the self-

reported nature of this survey could have lead to participants to exaggerate their organizations capacity

to either appear stronger or perhaps even weaker, depending on the organization's desire to engage

with our office or to appear a certain way. To address this issue, when analyzing individual

organizations, both quantitative and qualitative data, including the staff, length of incorporation,

diversity of funding, and comments helps create a more well-rounded understanding of capacity.

Ch. 6.4 – Perception of Capacity
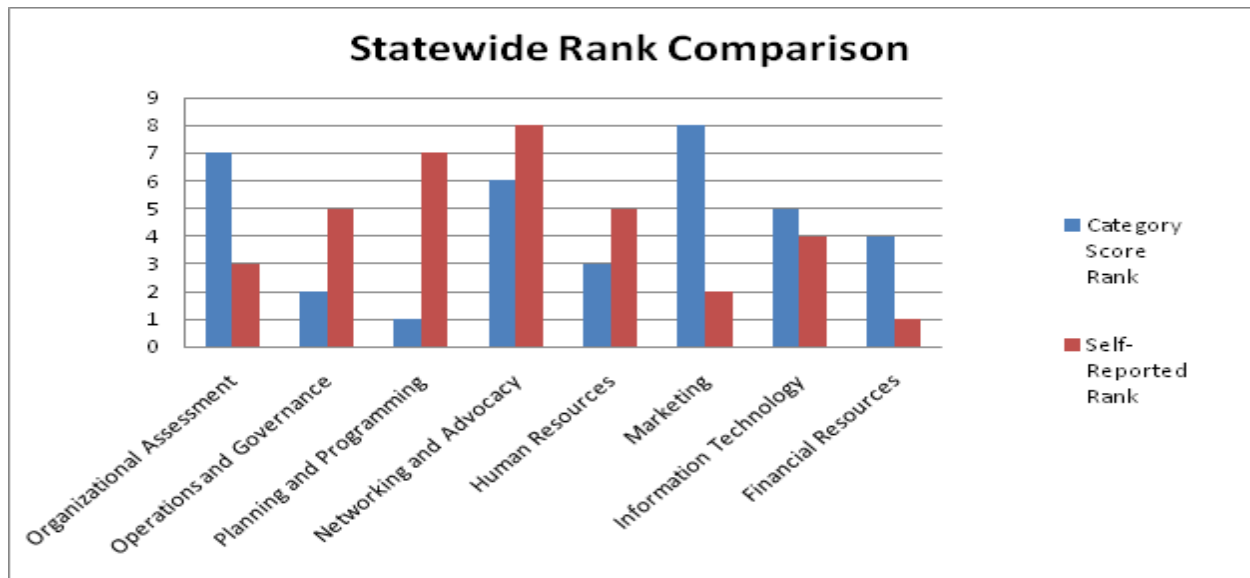
Graph 6.4: *Shows the differences in rank between the Categorical and Self-Reported Scores for the state.*

Graph 6.4 illustrates the inconsistency in respondent's answers to the categorical questions

versus the rankings that they gave each of those categories. Because the categorical scores were based

on the basics of capacity in an organization, and the self-ranking was up to the individual respondents'

perception, the clear differences between real and perceived capacity has to be considered. Perhaps

most critical, it is important to deliberate that the nonprofits leaders who took the survey could be

almost blissfully unaware of what being a high capacity organization would entail. This understanding

may be harsh, but it could certainly account for some of the discrepancies. Additionally, it is possible

that there was a misunderstanding in the definitions of the categorical terms, itself a commentary on

the capacity of the entire nonprofit community, well-known for using ambiguous jargon or highly

technical terminology. The text of the Self-Ranking question specifically called for respondents to

consider their answers to the questions for each category and then rank them accordingly. However, the participants may have had a different and perhaps more inclusive idea for each category.

For example, while no specific questions referred to social media, responses to a question about methods of marketing and communication show that only some organizations market themselves through avenues like Facebook, Twitter, or others. This may have accounted for a lower self-ranking from respondents in the Marketing category depending on their usage of these platforms. Social media is an important and growing topic in nonprofit management as it is not only for young people anymore, and there is no indication that it is any kind of fad. Social media, loosely defined, includes web-based and wireless connective services used by both individuals and organizations. It is a method unlike any other form of communication, eliminating the need for proximity to create an impact. For nonprofits, this means that donors may not be located in the immediate region of the organization, and the focus changes from production of resources to engagement. Social media, as a necessity, is not just <u>part</u> of a marketing strategy, it is now the source of greatest potential. This, just one example, is an element of confusion in the definitions in the categories that could have skewed the perceptions of several organizations of their capacity either positively or negatively.

This idea that respondents have a different understanding of the defintions than the ones used in creating the survey is also exemplified in the Financial Resources category. Nearly every organization ranked it as their biggest challenge, and responding nonprofit leaders could have thought in the Self-Ranking section that "Financial Resources" was only about having the money to accomplish their goals. However, the categorical questions are much more inclusive than having sufficient funds in a bank account, such as accountability and effective management. On the other hand, we have to account for the diminished finances of nonprofits in recent economic times, an immediate concern for nonprofits and the reason OFBCI embarked upon this VISTA Initiative.

Capacity building and sustainability are all about connecting an organization to the best practices and local community assets that allow them to thrive on scarce resources, even when the need for their social services has increased. In that same vein, the VISTA Initiative's role is not to directly acquire more funds or perform other direct service for survey respondents, but to help connect them knowledgable individuals and intermediary training organizations that can help them launch successful efforts. The survey respondents, our target audience for this report, should take this report as a motivation piece from their colleagues in the social service sector. The suggestions, criticisms, praises, and solutions we propose in the following Regional Breakdowns come from what we've learned from Hoosier nonprofit practioners and national leaders on capacity building. We have organized this report convey to survey respondents that capacity building is not only worth their time and commitment, but that people in poverty in our state depend on the vitality and sustainability of their organizations.

Chapter 7 – Southeast IN: Region 1 Findings

Region 1 is in southeastern Indiana and it includes 24 counties.[3] The smallest county by area and population in the state, Ohio County, is in Region 1 between Dearborn County to the north and Switzerland County to the south in Indiana and Boone County, Ohio, to the east. The major population centers in this region include; Seymour, Scottsburg, Richmond, Madison, North Vernon, and Greensburg with populations between twenty and seventy thousand people. The largest city in this region is Columbus, while others are suburbs of major cites, such as New Albany and Jeffersonville, just outside Louisville, Kentucky, while places like Lawrenceburg and Brookville feed into Cincinnati, Ohio.

Region 1 had a total of 11 respondents; however two respondents began the survey yet failed to complete it in its entirety. Each of the nine remaining organizations that completed the survey represents a different county in Region 1 (Floyd, Dearborn, Bartholomew, Scott, Perry, Fayette, Clark, Harrison, Wayne). The organizations range in age from five to 145 years in operation. Two organizations have been operating for more than 130 years, while three organizations have been in operation between 10 and 12 years. Organizations in Region 1 universally serve families and adult women, while six organizations indicate that they serve seniors. Six organizations have community development programs, five provide food assistance and disaster relief, and four provide health resources. In addition to these program areas, the region also has programming for clothing, housing, employment, domestic violence, childcare and education, and substance abuse and mental health. A surprising finding is that only two organizations participate in indirect advocacy for their cause, which can range from lobbying to public appeals for their cause beyond support for their organization.

Two thirds of the organizations in Region 1 indicated that they are community-based and one third is faith-based. Five of the nine organizations have received some sort of OFBCI grant, including AmeriCorps* State, Good Works Indiana-Strengthening Families, and Access to Recovery. Only one faith-

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[3] Bartholomew, Brown, Clark, Crawford, Dearborn, Decatur, Fayette, Floyd, Franklin, Harrison, Jackson, Jefferson, Jennings, Ohio, Orange, Perry, Ripley, Rush, Scott, Shelby, Switzerland, Union, Wayne, Washington,

based organization has received any kind of grant, while two thirds of the community-based

organizations have received some sort of grant, perhaps due to increased exposure to the grant process

itself. Four of the five organizations with 11 or more committed part-time volunteers are community-

based, and both organizations with AmeriCorps volunteers are community-based. Nearly all of the

organizations have boards with more than 11 members, while only one organization has any interns.

The staffing of these organizations must be considered when analyzing their capacity, because the

human resources have a large impact on the organization's inputs and outputs.
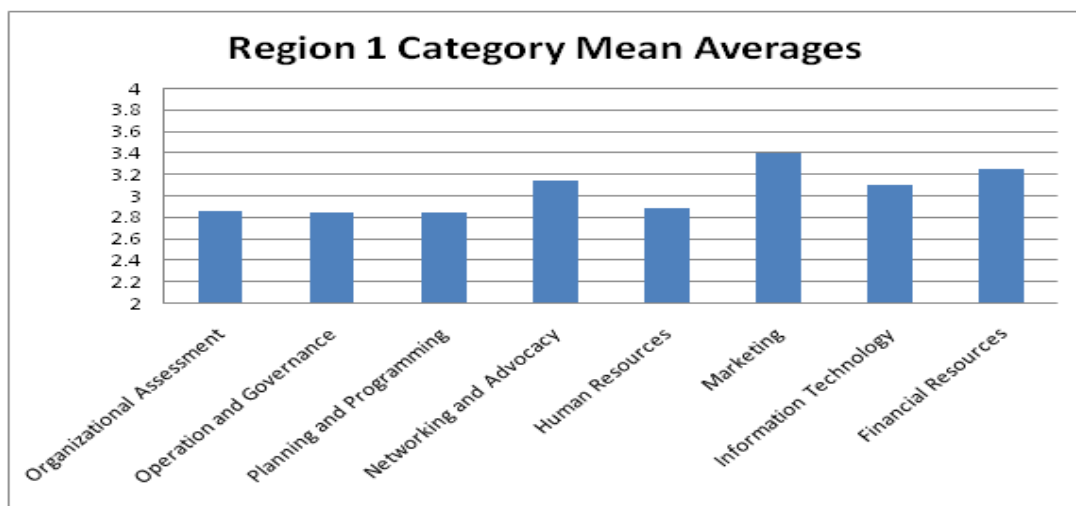
Graph 7.1: *Shows the categorical mean averages of Southeast Indiana. All scores on are a scale of 0-4 with a higher score reflecting a higher attainment of capacity benchmarks.*
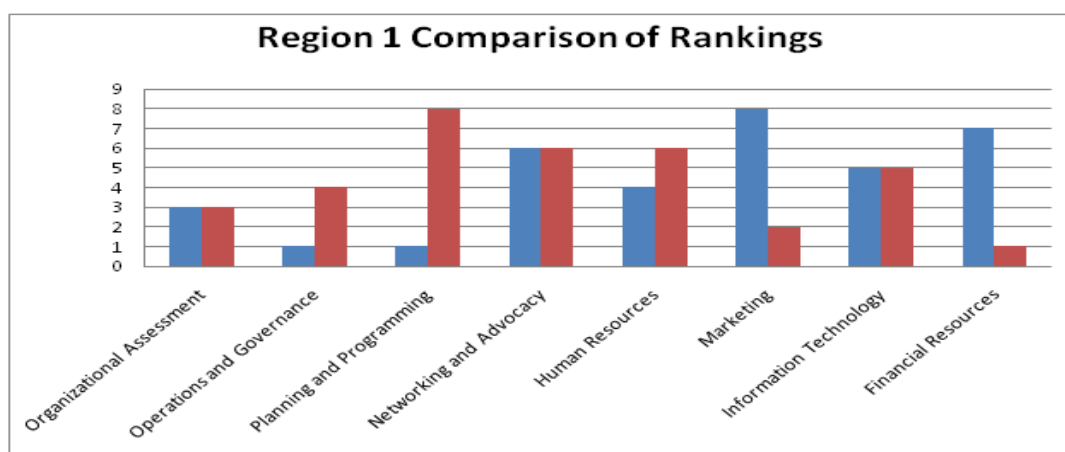
Graph 7.2: *Shows the comparison of the rankings between the categorical scores from the survey sections and question 10.1 in which respondents were asked to rank the areas of capacity from least challenging to most challenging using numbers 1-8. A higher number reflects either a higher capacity or a perceived higher capacity.*

Ch. 7.1 – Strengths

According to the data, the organizations in Region 1 had the greatest proficiencies in Marketing and Financial Resources, with scores of 3.47 and 3.25 respectively. However, when asked to rank their areas of need from highest area of need to lowest area of need, Financial Resources is their greatest area of need while Marketing is the second most deficient area. The distance between their self-reported and categorical scores indicates that they may not be aware of what factors are necessary for maximum capacity in these areas, or it might indicate that their interpretation of the title of each of the categories is different than what is meant in the survey. Conversely, the organizations may not have a realistic understanding of their own capacity because of the difficulties associated with deep self-reflection. For example, despite the fact that the organizations saw what questions were included in the Financial Resources section, when asked to rank their needs, they may have chosen to interpret Financial Resources narrowly as funding rather than as the resources to manage, maintain, and appropriate financial strength and stability.

The Marketing score for Region 1 seems to be so high because all of the organizations indicated that the organization has a good reputation within the community in which it serves (question 7.3), with six of the eleven organizations choosing "Strongly Agree." The organizations' mission and vision are also clearly and frequently communicated to staff, volunteers, and clients, and the organizations also indicated that they are well known within their communities (question 7.1 and 7.2). The biggest area of concern within this category is the diversity of media outlets that are used by the organizations (questions 7.4 and 7.5). All of the organizations indicated that newspapers were a prominent part of their marketing, however local television, and radio are also listed by most of the organizations. Although many organizations indicated that they have websites and/or e-newsletters, no forms of new media, such as social networking, are used by these organizations. With the growing popularity of digital

media forms, it is doubtful that these organizations can thrive in regards to marketing if they do not keep up with the changing face of communications.

Conversely, their score in the Financial Resources category is likely due in large part to all but one organization indicating that they strongly agreed with the statement that the organization has an accountant or fiscal person (question 9.6). All of the organizations in Region 1 follow accounting practices that align with either Generally Accepted Accounting Principles (GAAP) or International Financial Reporting Standards (IFRS), and all of the financial reports in Region 1 are prepared and handled in a timely fashion (questions 9.4 and 9.5, respectively). Perhaps the greatest strength, financially speaking, in this region is the universal regulation of financial matters by all of the organizations. All eleven organizations in Region 1 indicated that the organization has a documented set or internal controls for the handling of funds and for the approval of spending and disbursements which is question 9.8. This not only provides for greater oversight within the organization, but it also enables organizations to regulate how their money can and cannot be spent and how contributions are to be received. The weakest area within Financial Resources for the organizations in Region 1 is due to the lack of an independent fundraising committee (question 9.9). Five organizations in the region indicated that there is a fundraising committee within the organization, with one organization indicating that they are funded entirely by local government. Having a contingency plan in the event that the government is no longer able to provide funding for a program is essential for the financial strength and sustainability of an organization. The organization that indicated that they do not need to do any fundraising also chose "Don't Know/Not Applicable" in response to question 9.7 as to whether a specific budget is in place and is approved by the board. The overall strength of the Financial Resources and management in Region 1 is a great asset that can allow for the development of improved capacity in other areas because there is not as great of a focus on obtaining financial security as it is in other regions.

Ch. 7.2 – Challenges

Planning and Programming is the greatest area of weakness within this region, despite the self assessment which indicates that this is the category with the greatest capacity. The mean score for this category is 2.83. This score is less than ideal, as Planning and Programming is essential to the overall performance of an FBCO. The areas of greatest concern within this category are related to the evaluation practices of the organizations. The lowest overall scores in this category are in response to the two following statements; "The Board, staff, clients, volunteers, key constituencies, and community members all participate in planning" and "the organization has established an evaluation process and performance indicators toward the achievement of its goals and objectives" (questions 4.3 and 4.4). Two organizations indicated "strongly agree" and three indicated "agree" while the remaining four indicated "disagree." No organization indicated "strongly disagree" in response to either question. All of the organizations that responded positively to these two questions scored 3.0 or higher in the Planning and Programming Category. Conversely, those organizations that disagreed with either statement had an average score of 2.67. Based upon this finding, it can best be understood that the overall perceived deficiency in this area is due in part to the small relative sample size.

Human Resources is the second lowest capacity area, with a score of 2.87. The greatest area of concern within this category is the assessment of employee performance. Three organizations indicated that they did not know or that it was not applicable for the organization to regularly evaluate employee performance and respond with recommendations and/or credit (question 6.2). Three organizations strongly agreed with this statement, indicating that employee performance is valued enough by the organization to warrant the time necessary to evaluate individuals and respond in kind. The greatest strength within the category of human resources is that all but one organization positively responded to question 6.6 regarding having a constitution, bylaws, personnel handbook, and/or codes that are

current, enforced, and accessible. The presence of these documents can enable and empower the organizations to increase their capacity through revisions and enforcement.

The factor that contributed to the overall weak score in this category is the abundance of "Don't Know/Not Applicable" responses provided in this section. Seven of the 54 responses in this category were coded as zero, which brought the overall categorical score down by .43 points. When the responses which were coded as zero were excluded from the average, the category average jumped to 3.30, a substantial improvement. This issue seems to have been exacerbated by the small sample size as well as the two organizations which provided six of the seven "Don't Know/Not Applicable" responses. This discrepancy is the most likely justification for the vast difference between the organizations' high self reported rank in Human Resources compared to the overall low categorical score.

Ch. 7.3 – Solutions

The strengths possessed by this region, in addition to the diverse areas of services and populations targeted make this region appear to be especially apt for collaboration. Although the pool of respondents in this region is small, there are many FBCOs in this region with which the respondents could partner. The relatively strong Networking and Advocacy score within this region (mean average of 3.16) indicates that organizations within this region are already familiar with the processes and practices of collaboration and partnership. The list below of capacity building resources in this region is by no means exhaustive; however, they seem to be the strongest links between organizations.

One of the greatest strengths of this region is the abundance of resources available to organizations and individuals. As mentioned previously, counties on the south central border of the region are served by the Louisville Metropolitan Area, while counties on the eastern border are served by the Greater Cincinnati Metropolitan Area. The vast resources that are supplied by these urban centers enhance the ability of organizations in this region to serve their constituents. The strong network of United Ways, listed below, provides the opportunities for organizations to communicate and

collaborate to ensure that the needs of the community are being met. Additionally, organizations such

as the Center for Nonprofit Excellence, Interfaith Community Council, and Southern Indiana Asset

Building Coalition all exist to best serve the needs of the FBCO community and individuals in Region 1.

Ch. 7.4 – Additional Region 1 Resources

Center for Nonprofit Excellence: http://www.cnpe.org/
Interfaith Community Council: http://www.interfaithinc.org/
Southern Indiana Asset Building Coalition: http://assetbuildingcoalition.org/
United Way Chapters (With Counties)
  Clark, Floyd, and Harrison: http://www.metrounitedway.org,
  Dearborn and Ohio: http://www.uwgc.org
  Bartholomew: http://www.uwbarthco.org
  Franklin: http://www.uwfrankinco-in.org
 Jackson: http://www.jacsy.org
  Wayne and Union: http://www.givetheunitedway.com

Chapter 8 –Southwest IN: Region 2 Findings

Region 2, the Southwest region of the state, is a geographically vast and diverse area, stretching from the Indianapolis suburbs to downtown Evansville, from Bloomington to Terre Haute. Of the 16 responses to the survey from the counties in this region, 15 completed the survey with full data sets that could be analyzed. While representing only 15.3% of the total response, Region 2 participants show some distinct features in comparison to statewide respondents. Interestingly, Region 2 as a whole contains some of the poorest parts of the state, with a mix of urban, generational, and rural poverty, to a degree more evident than in other parts of the state.

The Region 2 organizations serve various audiences—families, adult men and women, and children of all school ages, as well as a few organizations focusing on senior citizens. While several organizations answered that they had received funding from the State of Indiana, a few indicated that they were unaware of the kinds of grant opportunities that were open to them at the state level. The types of services provided truly show the diverse nature of social service groups in the area—with pre-K-12 education, health, and mentoring leading the way among respondents, and such services as adult education, pregnancy testing, and HIV/AIDS screening, as well as groups hosting prison re-entry and substance abuse programs. The mixture of both urban and rural poverty issues is what made the group of Region 2 respondents quite interesting, but at the same time, quite challenging to assess as a group.

It is to be expected that in such a large region, with cities such as Bloomington, Evansville, and Terre Haute, as well as smaller towns, such as Jasper, Rockville, and Brazil, to have a real sense of "difference" between urban, suburban, and rural populations. While not being able to reflect on the region as a whole, comparing these 15 organizations from different areas gives input into the idea that organizations, even those serving similar populations, will differ in needs based on the assets and makeup of their localities.
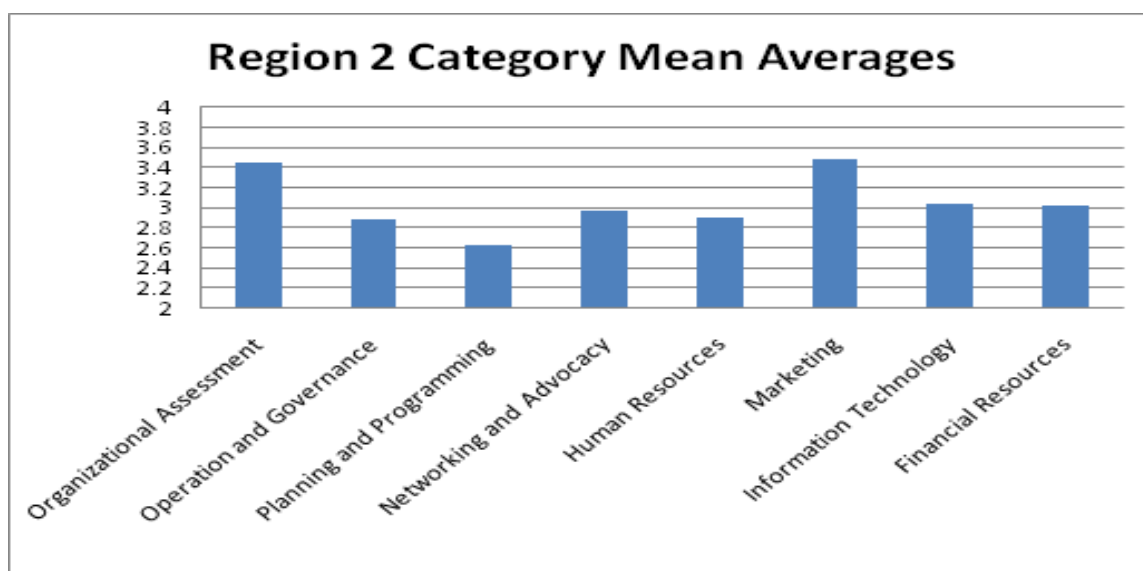
Graph 8.1: *Shows the categorical mean averages of Southwest Indiana. All scores on are a scale of 0-4 with a higher score reflecting a higher attainment of capacity benchmarks.*
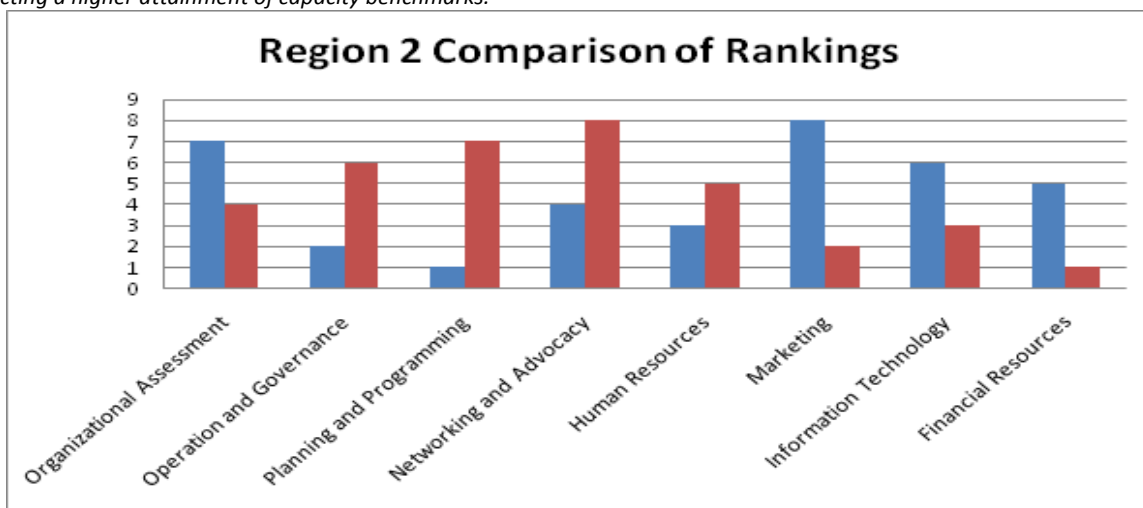
Graph 8.2: *Shows the comparison of the rankings between the categorical scores from the survey sections and question 10.1 in which respondents were asked to rank the areas of capacity from least challenging to most challenging using numbers 1-8. A higher number reflects either a higher capacity or a perceived higher capacity.*

Ch. 8. 1 – Strengths

Graph 8.1 above shows that Region 2 respondents' scores are at least a 2.5 in every category,

showing that their capacity is not incredibly low in any area. Most scores hover right around 3.0 on the

tipping point between achieving the minimum standard of best practice or not. Region 2 groups, like the

rest of the state's participants, have a high capacity in Marketing, with an average score of 3.48 out of

4.0, and in Organizational Assessment, with an average score of 3.45. These are two of the most

important categories in effective nonprofit management—to attract interest and to make sure that

what you're organization is doing is putting you on the right track to serve and succeed. By doing these

two things well, the Region 2 respondents set themselves up to be in position to expand in other

categories with solid foundations. Additionally, Region 2 scores well in Information Technology and

Financial Resources (even though Financial Resources was the region's highest priority concern as seen

in Graph 8.2 above). These categories have a high amount of correlation among statewide respondents,

tending to follow that as the amount of fiscal ability an organization has increases, so does their access

and ability to utilize information technology. Furthermore, these resources, of course, have major

impacts on how well an organization can market itself to volunteers, potential donors, and community

partners. One of the greatest strengths of Region 2 participants is the translation of capital—whether

human, social, financial, or otherwise--into useable resources—like marketing campaigns—that can

further expand those resources.

Ch. 8.2 – Challenges

While Region 2 organizations have two areas of incredible strength—Marketing and

Organizational Assessment—they did have their weaknesses as well. The organizations in Region 2

scored lowest in Planning and Programming, with an average of 2.625. The scores are particularly low

for question 4.2 asking if the organization has a strategic plan and question 4.3 about getting input from

all stakeholders in program development—including service providers, community members, board

members, and the population served. Even though the organizations that took the survey had highly

ranked Organizational Assessment skills, the struggle of turning that into a plan as well as including input

from all sources during that process are evident. This could perhaps be due to the relatively small size of

Region 2 respondent organizations, mostly under 5 people, which simply do not have the available staff

time to devote to a strategic plan.

The lack of a strategic plan could boil down to another source—a lack of board oversight into

organizational strategy. Because of the low capacity score of the Region 2 organizations' Operations and

Governance scores, this idea may have some merit. This is not unique to Region 2 organizations, nor is it unheard of or old news for small nonprofits. Unfortunately, once again due to the small size of the organizations that responded, many boards fill an "operational" role rather than a "strategic" role—a line blending that can distort responsibilities. Additionally, a lack proper controls that many larger organizations' boards may have done can lead to issues. It is not that anyone on the board is doing anything wrong—but rather that there may be an issue with time allotted for planning and board training. This is incredibly difficult in a small nonprofit, where both time and money come at a premium.

Ch. 8.3 – Solutions

Survey respondents from Region 2 show a commitment to core issues, but a lack of translating those strengths into real organizational capacity building. After meeting with most of the organizations in this region that responded to the survey, there is a sense that some the managers are capable, but overwhelmed when it comes to the strategic element. Others struggle with finding appropriate avenues of assistance, and working with the VISTA initiative seems to be an appropriate method of addressing those needs. The respondents in Region 2 have the assets and the solid foundation on which to build a better outlook for themselves and their constituents, but making those connections to existing community assets has proven to be difficult, as it can be for all small nonprofits.

With these results in mind, there are several steps that the respondents in Region 2 can take to build their capacity. First, their appraisal skills can be used to re-evaluate program development and board governance by charging their board members with the responsibility of strategy. Region 2 groups can increase accountability by including all stakeholders in this process, especially their clients. This can also be done not by hiring a strategic planner, which can be prohibitively expensive, but by finding a strategic planner to serve on their board itself. Additionally, great sources for skilled volunteers are college students, so these nonprofits can look to the many academic institutions in Region 2. By collaborating with partners at these institutions, a long-term supply of skilled individuals can assist with

shortfalls like social media, financial management, and grant proposal writing. If skilled volunteers

cannot be found, Region 2 should strongly consider increasing the use of nonprofit intermediaries, such

as the Indiana Nonprofit Resource Network (INRN) or local foundations, as resources through which to

network with nonprofits of similar size, scope, interest, and mission.

The Region 2 respondents have a unique background—a small-town mentality of helping each

other out with a series of social and political issues that are usually reserved for big cities. The small

nonprofits that responded are a mostly volunteer run sector, which makes committed long-term change

difficult. Overall, the Region 2 respondents have great promise to reach a higher capacity because of

their solid foundations, yet they must commit to that change.

Ch. 8.4 – Additional Region 2 Resources

INRN Southern Region: https://www.unitedwayswi.org/programs_services.php?page=ind_nfp_network
      (Region 2 Counties Served: Crawford, Daviess, Dubois, Gibson, Greene, Knox, Lawrence,
      Martin, Monroe, Orange, Perry, Pike, Posey, Spencer, Vanderburgh, Warrick)
INRN Western Region: http://www.inrn.org/west/west.htm
      (Region 2 Counties Served: Clay, Sullivan, Vigo, Vermillion, Parke, Putnam, Owen)
Nonprofit Alliance of Monroe County: http://npamc.org/
United Way of the Wabash Valley (Vigo, Vermillion, Parke, Clay, Sullivan): http://www.uwwv.org/
United Way of Southwestern Indiana (Vanderburgh, Warrick, Spencer): http://www.unitedwayswi.org/
United Way of Monroe County (Monroe, Owen, Greene): http://www.monroeunitedway.org/
United Way of South Central Indiana (Lawrence): http://www.unitedwaysci.org/
United Way of Daviess County: http://www.dcunitedway.org/
United Way of Knox County: http://www.unitedwayofknoxcounty.org/

Chapter 9 – Northwest IN: Region 3 Findings

Region 3 is the northwestern part of the state and it includes 17 counties[4]. The largest county among these is Lake County, with a census population of 484,000. The major metropolitan area is the Chicago metro area and the largest major city is Gary, Indiana. This region is the home of Chesterton, Crown Point, Dyer, East Chicago, Hammond, Griffith, Highland, Hobart, Merrillville, Michigan City, Munster, Portage, Schererville, and Valparaiso, major municipalities in Region 3. The region is geographically flat, mostly farmland, and economically driven by steel mills and other industry.

When it comes to nonprofits and their responses to this assessment, the Northwestern region has a slight imbalance of faith-based and community-based organizations that responded. There are 47.1% of faith-based organizations that responded and 52.9% that identified themselves as community based. Out of the 105 respondents, 17 of them are from Region 3. These nonprofits serve the target groups of women, men, youth, and families on average. The significant services provided are mental health services and community development. According to the data, the common services provided are financial services, jobs, food and inmate care. There are other notable services that ranked slightly lower which were community education, housing, and disaster services.
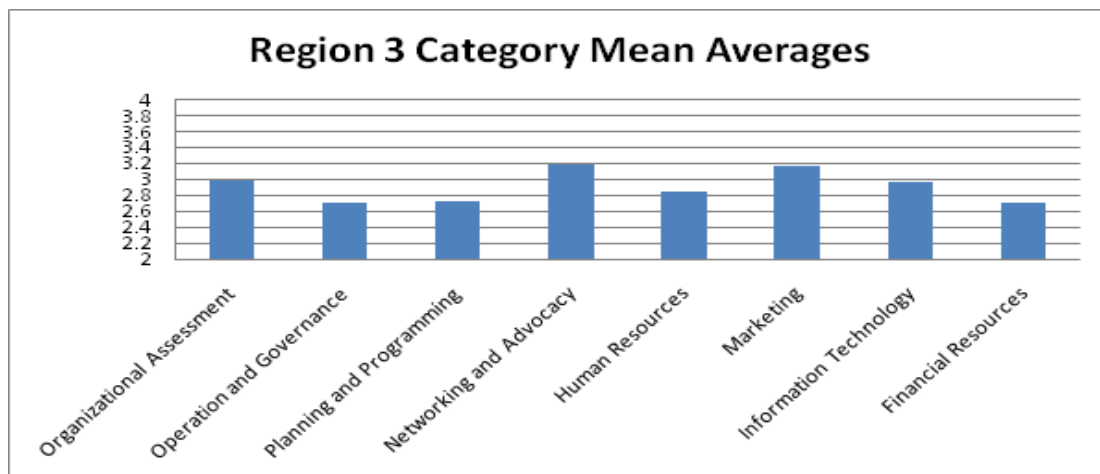
Graph 9.1: *Shows the categorical mean averages of Northwest Indiana. All scores on are a scale of 0-4 with a higher score reflecting a higher attainment of capacity benchmarks.*

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[4] Lake, Porter, La Porte, Newton, Jasper, Benton, Carroll, Cass, Clinton, Elkhart, Fulton, Marshall, Pulaski, St. Joseph, Starke, Tippecanoe, and White
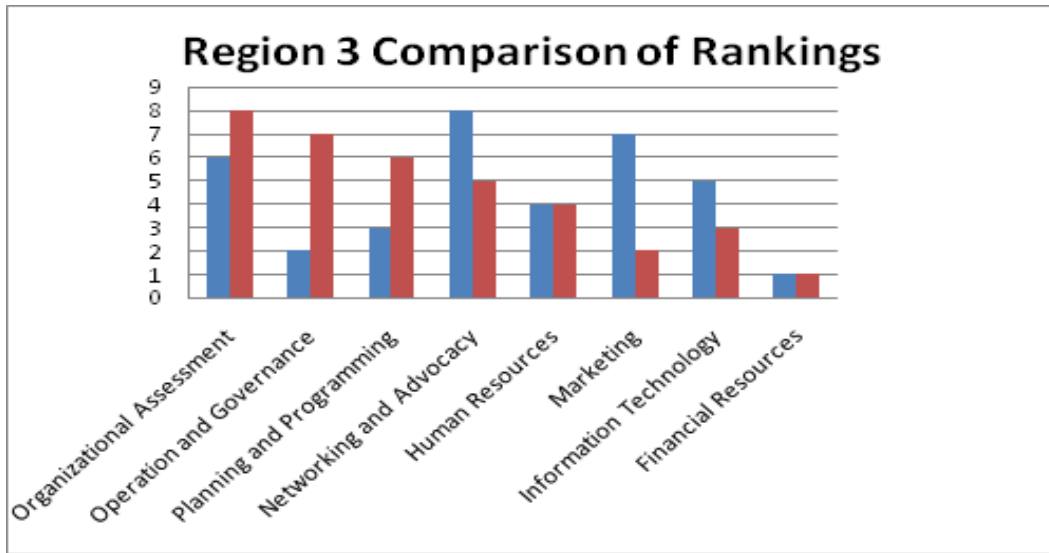
Graph 9.2: *Shows the comparison of the rankings between the categorical scores from the survey sections and question 10.1 in which respondents were asked to rank the areas of capacity from least challenging to most challenging using numbers 1-8. A higher number reflects either a higher capacity or a perceived higher capacity.*

Ch. 9.1 – Strengths

The results indicate that out of the eight organizational capacity areas, the Northwest Region respondents to the survey have the highest capacity in Networking and Advocacy. Of these questions, the Region only scores below 3.0 for question 5.4 reflecting that the reported organizations are not associated nor receive mentoring support of other similar organizations at a regional, national, or international level. This makes sense as most grass roots and faith-based organizations are not apart of a larger formal support network that continually builds their professional and organizational capacity. For the smaller faith-based that are connected through a formal organizational structure, there is very little financial support or professional development support provided for organizational growth. Further, it makes greater sense that the respondents from grassroots and faith-based groups would collaborate with government as their organizations have the existing relationships with hard to reach vulnerable population and are well positioned to meet their needs. As it relates to advocacy, these types of organizations are knowledgeable of the needs of their constituents and are also in a better position to advocate for services. Often times, these smaller organizations are places were practitioners and researchers can learn in depth about the complex problems that these organizations were created to

address. If you review Graph 9.2, it indicates that the respondents recognize that Advocacy and Networking as their strong point as they ranked it 5th as their least challenging.

Marketing is the respondent's largest strength which differs little from other responded in other regions of the state according to categorical responses to questions on the survey. The highest scores came for question 7.3 reflecting that these organizations have a good reputation in their community and question 7.1 showing that the nonprofits are guided by a clear mission and vision that is regularly communicated to staff. In a brief look at the responses to question 1.2 asking participants to provide their organization's mission statement, it showed that most of the organizations have well-crafted, informative mission statements. This is a necessary step in branding their nonprofit, and hopefully it reflects a high capacity to speak about their organizations in a way that will connect with clients, volunteers, donors, and the community. However, respondents when asked to rank their strengths in Marketing, they ranked it as their second most challenging as seen in Graph 9.2. This disparity between respondent's category score and self report ranking might be due to respondent's ideas of what is meant by marketing.

Ch. 9.2 – Challenges

The Northwest region indicates in both their category and self-reported responses that they have a significantly low capacity in Financial Resources. This consistency of low scores demonstrates that there is a need for support in this area from respondents, and further more, these nonprofits are aware of their weakness. In reviewing the questions asked in this category, it is understood that financial resources is means more than an organization lacking sufficient funding. The questions acknowledge other elements that these nonprofits may struggle such as poor capacity to manage finances, maintain a budget, or diversify funding sources. It puts the organization at risk for losing their 501(c) 3 status, falling victim to fraud, or closing down their operations completely. A sound understanding of financial management is critical to these organizations, especially those who manage government funding. It is

challenging even for the larger organizations to keep track with of varying funding cycles, funding and reporting requirements, and securing sustainable and diverse funding sources. Understanding financial management and building sound and transparent relationships with the funders would also improve all of the Region's respondents' ability to manage funds more effectively and ethically.

Other challenging areas appear to be Operations and Governance, as the second weakest area, followed by Planning and Programming which is third. These two organizational capacity building areas are inter-related. It is extremely important that these organizations have board members that understand their roles and responsibilities of serving the organization. Once a board understands its roles and responsibilities, it is equipped to utilize their knowledge, skills, and abilities to help the organization plan and provide effective programs to its constituents. It is interesting to note here that there are disparities between the category rankings and the self-reported rankings as the respondents believe themselves to have high capacity in these areas. The category of Operations and Governance is self-reported as seventh, and Planning and Programming is reported sixth. This indicates that the respondents from this region may have overestimated their level of achievements in these areas.

Human Resources and Information Technology as an organizational capacity building area appears to be a challenge and the categorical questions as well as the self reported indicate a balanced response of low capacity. Information technology is not far ahead of Human Resources as its category score is fifth, compared to the respondents self-reporting it to be third. This information indicates that the region's respondents may have slightly underestimated their abilities in this area but it still remains a lower organizational capacity area that needs support. It is understandable that grassroots and faith-based organizations would be challenged in human resources as it is typical to have fewer staff members, board members tend to need more capacity building in their roles as responsibilities as the organization's governance, and there is varying degrees of volunteer support and management. Information technology is also often a challenge as these organizations do not always have the financial

support to maintain computers, websites, compete with the constant advancement of technology, have contracted regular computer maintenance, or continual development training on computers usage for their staff. The larger nonprofit organizations tend to have the benefit of being apart of larger networks in which they may have information technology support or access to IT professionals on their boards.

Ch. 9.3 – Solutions

Any nonprofit investing in their own capacity building to improve their organization must begin with their board. Although financial resources rank higher in need for respondents, gaining commitment and educating the board on their roles and responsibilities are key to addressing the other needed organizational capacity areas, especially human resources and programming and planning. The board must be willing to go through the changes needed to improve their organization, be open and transparent, and be willing to invest their passion, skills, networks, and money in order for the organization to experience growth to meet its mission. In this region, there are various resources through the regional Indiana Nonprofit Alliance, local United Ways, Community Foundations, and nearby universities and libraries that host trainings on capacity building areas, especially governance. A nonprofit would need only to assess their needs, contact one of these resources and each resource has a professional contact that has experience in consulting nonprofits. Areas that respondents would need assistance would be organizational assessment, grassroots fundraising, board development, strategic planning, programming and evaluation and communication and marketing strategies.

As mentioned earlier, most of the challenges in finance were indeed due to lack of knowledge in managing a budget and knowing what financial systems and policies that need to be in place and the available resources to support their organizational capacity building needs. The respondents in this survey would need to invest in taking training or seeking a consultant that would be able to review their current financial system in order to help the organization better manage and acquire financial resources. In addition to development sound financial systems, the respondents need to develop a fund

development plan so that they may diversify their funding streams. If an organization is able to address their financial challenges, they can be better stewards of their organization's resources.

The smaller nonprofits and faith-based organization as mention normally have smaller staff members and limited financial capacity to operate. The importance of engaging volunteers into the day to day work of the organization is critical to the organization meeting its mission. In faith-based organizations, congregations can be a good source of untapped talent that can be utilized. The key is to engage the interest of the members of the congregation by assessing their volunteer needs, creating volunteer assignments, and have an experienced staff responsible for overseeing the congregation's volunteer program. In smaller organizations including faith, the organization may join volunteer match (online volunteer recruitment program), seek advice from the local united way, and market their services to those who would like to support their cause with time and money.

It benefits small FBCOs to partner with larger organizations with similar missions and values so that they may be able to make a larger impact in their community. Outside of this partnership, smaller nonprofit organizations must be willing to invest in effective networking. Effective networking in this context means to join and pay membership to the local chamber of commerce, participate on joint programs with other like minded nonprofit boards or advisory committees, and invest in continual professional development and read professional journals in the nonprofit core service areas. In addition to this, smaller nonprofit organizations need to be members of local and state wide alliances to stay in tune with continual development of the services they provide to their clients. In most cases, the respondents are members of alliances but shared that the outcomes of the meetings tend to not provide expected benefit to the community at large. The purpose of any alliance or coalition is to bring together like minded causes to solve problems through networking and advocacy. It is advisable to work with the leadership of these alliances to develop focus committees and action plans that will allow the meetings to have a purpose and outcome that will be beneficial to all members.

Most FBCOs know exactly who their target audience is, but many make their work more difficult because they try to be "everything to everyone." This is challenging for an organization with such limited capacity human and financial capacity. The best way for these nonprofits to better serve their markers is to focus on a few core services and build partnerships and referral systems to further support their clients. To combat this, organizations can also build strategic partnerships in their Networking and Advocacy capacity. This will aid you in knowing who else is supporting what your organization is supporting as well as find more resources (human and financial) to support your organization. In the case of faith-based organizations, there are various ways to market: social media, alliance groups, conferences, and meeting face to face with donors to discuss your organizations priorities. Smaller nonprofits and faith-based groups can also become experts in particular area (i.e. prisoner re-entry, youth programming, community/economic development) and market their consulting services to help professionals and researchers and students looking to learn more about a given area. This is helpful as it can be an income generator for a nonprofit organization and it makes the organization a viable partner for nonprofit leaders, government, and funders that may need the area of expertise.

Ch. 9.4 – Additional Capacity Building Resources

Indiana Nonprofit Resource Network (INRN) West: www.inrn.org/west/west.htm
Legacy Foundation: www.legacyfoundationlakeco.org
Greater Lafayette Community Foundation: cfglaf.org
Indiana University Northwest Nonprofit Institute: www.iun.edu/~npi
Indiana Youth Pro: http://www.indianayouthpro.org/
Purdue University Calumet/Northwest Indiana Small Business Development Center: www.nwisbdc.org
Grants, Inc.: www.grantsinc.com
Community Organizations for Families and Youth (COFFY): www.coffy.org
Purdue Extension Services: www.extension.purdue.edu
Notre Dame University: http://business.nd.edu/mna/

Chapter 10 – Northeast IN: Region 4 Findings

Region 4 is made up for 20 counties[1]. It contains the city of Fort Wayne in Allen County, the second largest city in the state, along with a few other smaller urban centers like Muncie, Richmond, and Huntington. Much of the region is rural and agriculture has a large presence, though it does not account for much for the workforce. Many areas are dependent upon the manufacturing sector which has been hurt lately by the economic recession, causing increased unemployment rates. As with the entire state, this leads to increased reliance on social services provided by FBCOs. Though the sample of organizations here is not representative of all nonprofits in the region, it is clear that there are significant issues with capacity that must be addressed for nonprofits to be best able to serve the population of Northeast Indiana.

A total of 29 organizations located in Region 4 completed the survey in its entirety, and over half (56.7%) are faith-based. The services provided are targeted mostly for families in general, but others serve only adults or only children of all ages. These organizations have a wide range of issues they are concerned with: 15 of them address the needs for food and nutrition, and 14 have mentoring services. Another 14 help with community development, and 12 provide services related to job and skills training. Areas of service that are less addressed are domestic violence, disaster preparedness and response, and inmate reentry. Based on the added scores for whole survey, 13 of the 29 are high capacity, 14 are in the middle level range, and only two are low capacity.

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[1] Adams, Allen, Blackford, De Kalb, Delaware, Grant, Henry, Howard, Huntington, Jay, Kosciusko, Lagrange, Miami, Noble, Randolph, Steuben, Tipton, Wabash, Whitley, Wells.
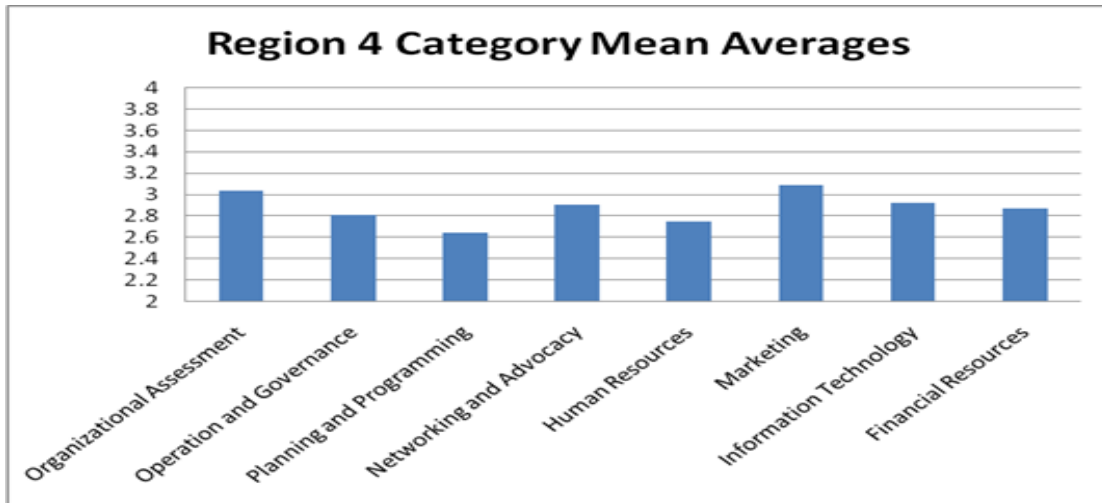
Graph 10.1: Shows the categorical mean averages of Northeast Indiana. All scores on are a scale of 0-4 with a higher score reflecting a higher attainment of capacity benchmarks.
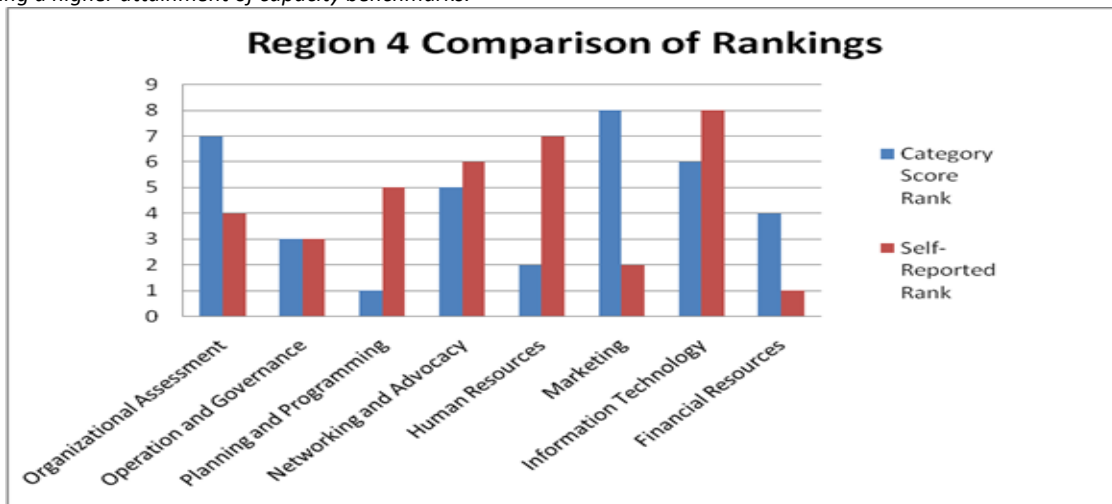
Graph 10.2: Shows the comparison of the rankings between the categorical scores from the survey sections and question 10.1 in which respondents were asked to rank the areas of capacity from least challenging to most challenging using numbers 1-8. A higher number reflects either a higher capacity or a perceived higher capacity.

Ch. 10.1 – Strengths

Referring to Graph 10.1, the data show that the two biggest strengths of the participating organizations of Northeast Indiana are Marketing and Organizational Assessment. These two categories are the only ones scoring above a 3.0, showing that more than the majority answered "Agree" or "Strongly Agree" for most of the questions. Specifically looking at Marketing, the averages for the 4 questions fell between 3.1 and 3.24 except for question 7.4 referring to the use of varied types of media to educate the community about the existence, mission, and programs of the organization. The mean average for this question was only 2.83, which probably reflects that the respondents feel that there are

more avenues to market their organization than they are currently using. Question 7.5 asks them to list the types of media used, and most organizations list common examples like newspaper, radio, TV, brochures and flyers, speaking at community events, and others. Of the 29, only four mention any use of social media like blogs, Facebook, or Twitter, a hot topic in the world of nonprofits. Though they do well with meeting the basic achievements of Marketing, according to their rankings to the Self-Reported rankings, question 10.1, the respondents rank it as their second most challenging area of capacity as seen in Graph 10.2. This could signify that they have better ideas for how to market their organization, and may lack the financial or technical resources to do so.

The second highest scoring category is Organizational Assessment. Of the individual questions, they score highest (3.28) in question 2.1, in that they have a process of reviewing and responding to ideas, suggestions, comments, and perceptions from all staff members, volunteers, and clients. Interestingly, in this section, respondents average lowest in question 2.3 with only 2.38. This question asks if all stakeholders are involved in the evaluation of the organization's progress toward benchmarks and goals. It seems that these organizations are disjointed in that they respond to their stakeholders' ideas and suggestions at the time, but do not integrate those comments or seek further information from these stakeholders during a more formal evaluation. In designing this survey, we understood "stakeholders" to be even more comprehensive than only referring to staff, volunteers, and clients. The local community is a stakeholder, and key leaders ought to be consulted on the direction and programs of the organization, along with others. Despite scoring well in the category, the respondents ranked Organizational Assessment fourth in the self-reported question. This could mean that they recognize a need to more fully evaluate their operations, and such enthusiasm ought to be applauded.

Ch. 10.2 – Challenges

Looking at the participants' biggest capacity challenges, Graph 10.1 shows that the two lowest scoring categories are Planning and Programming and Human Resources with mean averages of 2.64

and 2.74, respectively. Within Planning and Programming, organizations score lowest in questions 4.4 ("The organization has established an evaluation process and performance indicators toward the achievement of its goals and objectives.") and 4.5 ("Those receiving services participate in program development."). These questions contradict the findings in the previous section about Organizational Assessment. They should score higher for the question 4.4 about program evaluation. But the response to question 4.5 about clients having a role in program development matches the results from question 2.3 about all stakeholders being involved in the evaluation process. It appears that one of the main groups ignored is the clients themselves. This can be very dangerous for an organization. It can turn providing social services into patronizing the clients who are prevented from communicating their needs. To take this comparison with the Organizational Assessment findings further, there is more confusion because if these nonprofits are so good at assessing their organization, why is that knowledge not translated into better plans and programs? Even though Planning and Programming is absolutely central to a nonprofit's long-term sustainability, it appears that they undervalued this area in their rankings of the category, ranking it fifth. This transition becomes a crucial element of concern.

The second area of weakness is Human Resources. This area is more comprehensive, containing questions related both to staff and volunteers, which are obviously of prime importance for nonprofits. In fact, their weaknesses in this area are found in the lack of employee performance reviews (question 6.2) and the lack of a volunteer management plan (question 6.3). Similar to Planning and Programming, it appears that these nonprofits do not recognize their low capacity in Human Resources. Looking at the graph comparing the category averages to the self-reported rankings, the respondents feel that it is their second to least challenging area. As these are small grassroots organizations, it may be difficult to objectively evaluate the staff and volunteers because they are the lifeblood of the nonprofit's operations. Some respondents do not even have paid staff at all and are run entirely by volunteers. In

such cases, it is even more important to have clear and written rules, job descriptions, and plans for managing the volunteers.

Ch. 10.3 – Solutions

Most of these organizations rank Financial Resources are their biggest challenge, but in many instances, a financial issue is not directly a financial shortcoming or problem. Capacity building does take money, for example, for additional training for the staff or hiring a consultant, but many organizations with plentiful financial resources could suffer from misdirected or misused funds. The proper management of finances is necessary to even be considered for grants and to be regarded as trustworthy by donors. But simply getting more money, without first resolving these other challenges with capacity, is fruitless. For this reason, skills like grant-writing should be less of a focus until the organization is at a high enough capacity to use more money effectively. Though Region 4's respondents recognize it as its biggest challenge, probably due to the tight financial situation in these economic times, it is clear that the main sources of concern for these organizations are not in their bank accounts.

With challenges in areas of Planning and Programming, Human Resources, and also in Operations and Governance, the respondents need to build their capacity in order to effectively provide services, be competitive for grants and funds, and ensure lasting change in their communities. Resolving the weakness in their second most challenging area, Human Resources, can be the key to solving many of their problems. Well-trained volunteers can use their skills and passion to create better programs, motivate the staff, increase fundraising, expand marketing, and more. Additionally, boards may need regular training and orientation to stay as dynamic and flexible as the organizations they oversee. There are many general best practices that these boards need to adopt to be the true leaders of these organizations. Once the board, staff, and volunteers have their own capacity built, the rest of the changes will come more easily. Intense dedication first to the internal operations of the nonprofit in both Human Resources and Operations and Governance needs to be the first step.

After the human capacity of the organizations is built up, their strength in Organizational Assessment can to be utilized to build the capacity of their Planning and Programming. If these nonprofits are really knowledgeable about their own operations, they must merely take the risk to make the changes needed to be more effective. The programs are the entire purpose of an organization, so getting feedback from the clients, community members, volunteers, and staff is useless if those comments are not changing the programs. Their effective marketing strategies will be needed to advertise the new direction of their programs, and the community should be enthusiastic about the enhanced programs if they were consulted in the program development.

One key asset that can provide sustainable effects is the strong nonprofit infrastructure in the region. There are several nonprofit associations that are specialized for particular needs. One example is the Northeast Indiana Nonprofit Alliance (NINA). It provides educational seminars, a leadership program for nonprofit professionals, mentoring opportunities, and more. Another significant resource is the Paul Clarke Nonprofit Resource Center located in the Allen County Public Library's main branch. It serves as a hub for nonprofits, offering workshops on topics like grant writing and has a library of books and other resources concerning all aspects of nonprofit management. It also offers professional consulting services and has good relationships with other agencies and associations serving the nonprofit community. Some small grassroots organizations, like the ones who participated in this survey, may not be plugged in to this infrastructure where they can access all types of assistance. These opportunities for networking, collaboration, and sharing of best practices can strengthen their organizational capacity at a low cost or even no cost. One problem is that most of these associations are located in Fort Wayne. As the urban center of the region, organizations physically located further from the city may have difficulty becoming integrated. However, this can provide an opportunity for new associations and relationships to build in the more rural areas outside of Allen County following the example of the ones already in existence.

Ch. 10.4 – Additional Region 4 Resources

Northeast Indiana Nonprofit Alliance: http://www.leadershipfortwayne.org/programs/NINA/index.html

Paul Clarke Nonprofit Resource Center (PCNRC): http://www.acpl.lib.in.us/nrc/index.html

Paul Clarke Nonprofit Resource Center's blog: http://pcnrc.wordpress.com/

Northeast Indiana Association of Volunteer Administrators: http://www.niavaonline.org/NIAVA.html

http://www.neindianaunitedway.com - Northeast Indiana United Ways. Counties: Adams, Allen, DeKalb, Grant, Huntington, Jay, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley.

United Way of Delaware County: http://www.invitedtoliveunited.org/

United Way of Howard County: http://www.unitedwayhoco.org/

United Way of Miami County: http://www.uwmiamip.org/

United Way of Madison County: http://www.unitedwaymadisonco.org/

Henry County United Fund: http://www.unitedfund.com/

Indiana Nonprofit Resource Network (INRN)

>North Region: Adams, Allen, DeKalb, Huntington, LaGrange, Kosciusko, Noble, Steuben, Whitley, Wabash, Wells

>East Region: Blackford, Delaware, Grant, Henry, Jay, Randolph

>Western Region: Howard, Miami, Tipton http://www.inrn.org/west/west.htm

Chapter 11 – Central IN: Region 5 Findings

Region 5 is comprised of nine counties in central Indiana. At the heart of this region is Indianapolis, the state capital and the largest city in the state. The Indianapolis metropolitan area spans two counties, with parts of Hamilton County and the majority of Marion County counted in the Indianapolis Combined Statistical Area. Major suburbs of Indianapolis in Region 5 include Anderson, Carmel, Fishers, Greenwood, Martinsville, and Noblesville. Although the counties surrounding Indianapolis boast sizable populations, 26 of the 30 respondents from Region 5 are from Marion County. There were two respondents from Madison County, both from Anderson, and two respondents from two different cities in Hendricks County. Despite the large populations in Boone, Hamilton, Hancock, Johnson, Morgan, and Shelby Counties, there were no respondents in those areas.

In regards to types of organizations, 14 organizations in Region 5 are faith-based while the remaining 16 are community-based. Adult women are the most commonly served demographic in this region, followed by adult men, families, and children of all ages. Only one organization indicated that it provides programming specifically for children less than six years of age. Eight organizations indicated that they target seniors, although only six organizations listed senior programming as a specific area of service. Employment programming was an area of service for 16 organizations; which is the most commonly provided service in the region. Substance abuse and mental health programming is the second most common area of service, with half of the organizations providing these services. Disaster relief is the least common area of programming, with only two organizations in the region indicating that they provide services in this area. The prevalence of programs that deal with health, employment, community development, and domestic violence may be reflective of the largely urban and suburban make up of this region, compared to Regions 1, 2, and 3 which all have disaster relief programming available through no less than one third of the organizations that responded. Region 5 has the second lowest overall categorical score among all five regions based on the eight categories of survey questions.
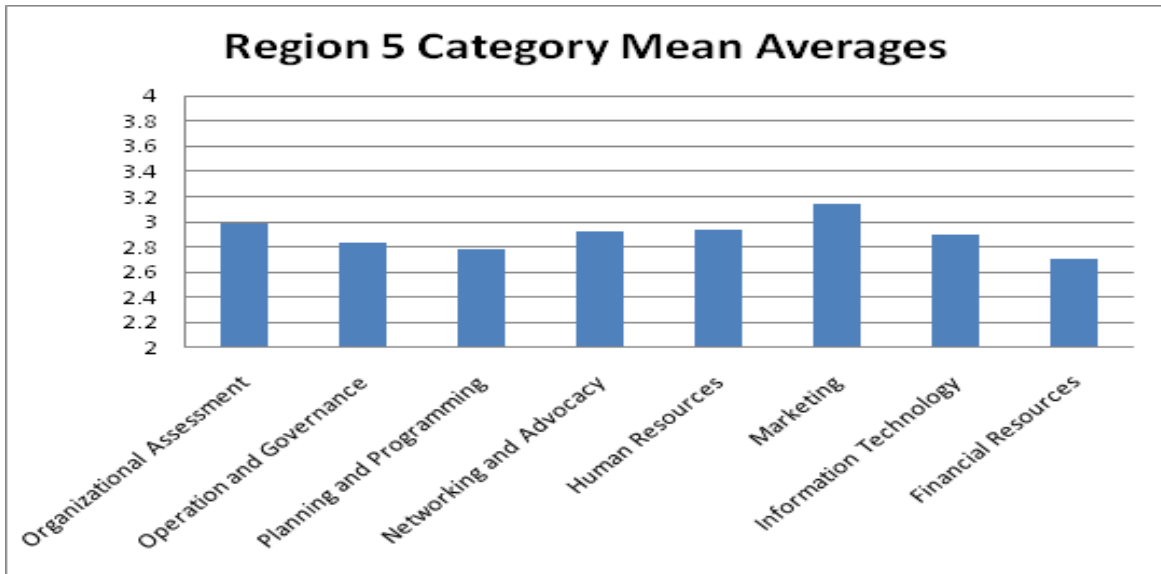
Graph 11.1: Shows the categorical mean averages of Central Indiana. All scores on are a scale of 0-4 with a higher score reflecting a higher attainment of capacity benchmarks.
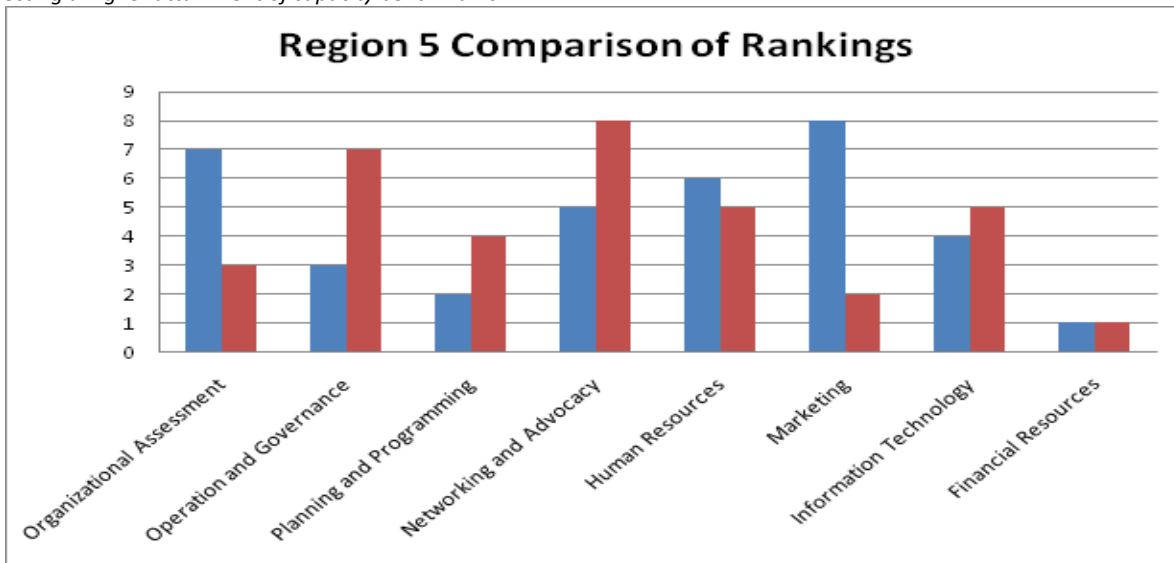
Graph 11.2: Shows the comparison of the rankings between the categorical scores from the survey sections and question 10.1 in which respondents were asked to rank the areas of capacity from least challenging to most challenging using numbers 1-8. A higher number reflects either a higher capacity or a perceived higher capacity.

Ch. 11.1 – Strengths

The greatest strength and resource possessed by Region 5 is its geographical location.

Indianapolis is not only the capital of Indiana and the largest population center, but it also is home to

the central offices of statewide organizations such as the Indiana Association of United Ways, the Center

on Philanthropy at Indiana University, and the Indiana Youth Institute. The accessibility of these

resources, among others, as well as the relatively strong network afforded by organizations such as

these lays the foundation for organizations in Region 5 to be able to excel at providing services and

programming within the communities they serve. The two areas in which Region 5 excels are Marketing

and Organizational Assessment.

Within the Marketing category, all but one organization agreed or strongly agreed with question

7.1 that measures if the organization's mission and vision is clear mission and that it is regularly

communicated to staff, volunteers, and clients. Although this seems rather elementary, the fact that

nearly all of the organizations felt that the mission and vision of the organization, which is the essence of

its existence, is clear and frequently communicated indicates that the organization gives deference to

these concepts. As to whether or not the organization is known within the community it serves, two

organizations strongly disagreed and two disagreed, while the remaining 25 respondents indicated that

the organization is known, with more strongly agreeing than agreeing. The strong reinforcement of the

mission and vision of the organization, in tandem with the organization's notoriety within the

community is fundamentally important to the successful communication of the needs, services, and

opportunities of the organization. The area in which Region 5 could benefit the most from targeted

assistance is in the variance of media tools. The majority of the organizations do not utilize social media,

while there is a strong emphasis on media that relies upon existent relationships, such as newsletters,

email lists, flyers, and community events and forums such as open houses, presentations, bulletins, and

brochures. Despite the relatively high score of Marketing for Region 5, the self-reported rank for this

category places it as the second highest area of concern as seen in Graph 11.2.

Organizational Assessment is the second strongest categorical score based on the survey data

for Region 5. Although the categorical scores for this region indicate that Organizational Assessment is a

strength of the organizations, it is worth noting that the overall organizational assessment mean is 2.98,

which still falls below an acceptable standard of capacity. The greatest contributing factor to their higher

capacity score in this category is that the organizations annually review their activities to determine

progress toward organizational goals (question 2.2). Eleven organizations indicated that the strongly agreed in response to the annual evaluation statement while sixteen organizations agreed. Only one organization disagreed and one strongly disagreed, while one organization indicated "Don't Know/Not Applicable." The three organizations that did not agree in some manner with the statement are unsurprisingly the lowest capacity organizations within this category in Region 5. The greatest concern in regards to the organizational assessment practices in Region 5 is that eight groups did not indicate that the stakeholders take part in program evaluations, with an average score of 2.57 in that category.

Ch. 11.2 – Challenges

Financial Resources is by far the most troublesome category for Region 5. The categorical score in this region is 2.70, which is the second lowest score for Financial Resources in the state. The mean self-reported rank for Financial Resources also identified this as the Region's greatest area of concern. Nine organizations indicated that they had enough funding to maintain their current capacity of services and programs (question 9.3), therefore two thirds of the organizations in Region 5 did not believe that they have adequate funding to sustain their capacity and programming. The overall score for this question is 2.0, indicating that although there were only nine organizations that either agreed or strongly agreed with the statement, there were only six organizations that strongly disagreed while two organizations indicated "Don't Know/Not Applicable." Perhaps most surprisingly, this is not the area of greatest concern within the region's Financial Resources score. Only ten organizations agreed with the statement that the Board has a fully functional fundraising committee. No organizations strongly agreed, and the average score for this question in Region 5 is 1.82. Six organizations indicated "Don't Know/Not Applicable" in regards to the fundraising committee. It seems as though a consistent practice throughout the survey is the use of "Don't Know/Not Applicable" as an avoidance tactic. The issues faced by organizations in Region 5 regarding Financial Resources seem to be rooted in a deeper matter than their second most challenging area of Planning and Programming.

Planning and Programming is a problem for Region 5 across all vectors within the category. The greatest area of concern, however, is the general lack of established evaluation processes and performance indicators toward the achievement of goals and objectives for the organizations. The mean score for this question is 2.57 with only five organizations that indicated that they strongly agree with the organization's having established evaluation processes and performance indicators (question 4.4). Surprisingly, no organizations indicated that they strongly disagree, which seems to illustrate that the majority of organizations do not have evaluation processes and performance indicators that are established, or perhaps if they do have these tools, they are inconsistently utilized or not relevant to the service or program that it is used to measure. The second lowest performance area in this category is program development. The mean for Region 5 of individuals receiving services participating in program development is 2.64 (question 4.5), illustrating that those who are receiving services and/or participating in programming are not providing input and perspective to those who are developing the programs and services. Four organizations strongly agreed, thus indicating quite positively that recipients are involved in program development. Comparatively, as with the aforementioned subject area within this category, no organizations strongly disagreed.

Ch. 11.3 – Solutions

Given the wealth of resources that is available within Indianapolis and the rest of Region 5, collaboration and partnership seems to be the greatest opportunity for growth and improvement for respondents. Given that the majority of the organizations have similar goals and services within the same geographical location, collaborating and sharing ideas and resources seems to be the most plausible key to success. Indianapolis is home to many long established FBCOs with a range of local to international impacts, addressing most if not all of the concerns expressed by organizations in Region 5.

In addition to collaboration and partnerships, most of the organizations in Region 5 are strong and provide essential services to their local and state communities. It seems as though Region 5 is much

more complicated than the sum of its parts. It is a region in which there are many extremely high

capacity organizations, while there are a substantial number of very small organizations that can benefit

from setting attainable goals with deadlines to foster their growth. Although compassion and

commitment to the cause is important, some of the organizations in Region 5 seem to have more vision

and aspirations than they have the means to translate those aspirations into action. INRN provides many

training sessions and workshops that are designed for nonprofits from varied capacity levels.

Additionally, the utilization of the resources available to organizations in Region 5, such as the United

Way of Central Indiana, INRN, and IYI could help clarify and focus organizations so that their dreams can

be turned into actions and success stories.

Ch. 11.4 – Additional Resources

United Way of Central Indiana: www.uwci.org
Marion County Commission on Youth (MCCOY): http://mccoyouth.org/
Indiana Nonprofit Resource Network (INRN) Central: http://www.inrn.org/central/central.htm
Mayor's Front Porch Alliance: http://www.indy.gov/eGov/Mayor/Neighborhoods/FrontPorchAlliance/
SAVI Central Indiana Community Information System: http://www.savi.org/
Central Indiana Community Foundation: http://www.cicf.org/index.cfm
Indianapolis Neighborhood Resource Center (INRC): http://www.inrc.org/

Chapter 12 – Moving Forward

With all of these findings, we ask ourselves, where do we go from here? What will our capacity building project look like? Certainly the key finding regarding the perception of capacity will have a great impact on our role as providers of training and technical assistance. Much of our time will be spent being a critical, outsider perspective for the leaders and board members. We feel that this will be a necessary task in order to come to a mutual understanding of the most effective application of best practices in nonprofit management. However, we maintain that the relationship with these organizations is a partnership. We are not the experts in the capacity of these organizations. We are not the ones implementing the changes nor are we the ones ultimately making any decisions. Our role is to serve nonprofits and not to dictate orders. We seek open and honest discussion of the strengths and weaknesses of the organizations because OFBCI and the state of Indiana in general are dependent upon these organizations to create better communities.

While much of our focus has been on the misperception of the challenges these organizations have, the findings also indicate that they have the same perception problem with their strengths. This may mean that these organizations already have the necessary resources and skills to strengthen their operations, but just need to be shown how to do so. We expect the majority of our work to be showing organizations that by utilizing their strengths, they can conquer their weaknesses.

An important aspect of building capacity is that it must include all stakeholders. The executive directors, board members, volunteers, and clients are all important, but our full integration into the nonprofit community will also hopefully bring in other key individuals in the planning process. As noted in the findings, many of the respondents do not seem to include their clients in the decision-making processes, evaluations, or program development. This is a problem because all individuals should be regarded as equal partners in providing social services. Clients have a critical insight that needs to be honored and respected by the organizations in order to create the most change in society as possible.

This collaboration among all stakeholders, which includes government, is the ultimate sustainable practice that will lead to the sharing of resources, meaningful partnerships, and enhanced community integration.

We have a dedicated commitment to the sustainability of our efforts. Though we will be working diligently to build the capacity of Hoosier nonprofits, our term of service is only one year. That is not much time to have a tremendous effect on capacity. And if organizations become dependent upon our services, they will actually be in a worse position by the time we leave than before we got there. There is a strong nonprofit infrastructure throughout the state to support organizations. The problem is that many grassroots organizations are on the fringe and not accessing these valuable resources. These types of nonprofits were our target audience, and we feel that they have as much to offer the nonprofit community as what they are able to gain from it. By the end of our term, we hope to render ourselves useless to our partner organizations because they are fully capable of building their capacity independently.

This should not serve so much as a conclusion, but as an introduction to our project. We have made the case for capacity building and explained the nature of our partnerships. In our immediate next steps and throughout the year, we will continue to work hard to integrate ourselves into the communities where these nonprofits serve. We recognize the tremendous debt we owe to nonprofits because the services they provide create better futures for us all. We are motivated by this opportunity to serve the survey respondent agencies and their communities, and look forward to realizing a great potential for the faith-based and community organizations in their efforts to serve those in poverty.

Chapter 13 – Resources For All Regions

General Training/News:
Nonprofit Webinars http://nonprofitwebinars.com/
Charity How-To http://charityhowto.com/
Tactical Philanthropy Advisors http://www.tacticalphilanthropy.com/

Financial Resources/Management and Fundraising:
The Resource Center of the Corporation for National and Community Service
http://www.nationalserviceresources.org/program-financial-and-grant-management/financial-management
Indiana Grantmakers' Alliance http://www.indianagrantmakers.org/s_inga/index.asp
The Grantsmanship Center http://www.tgci.com/
GrantStation Insider "Writing a Powerful Grant Proposal"
http://www.grantstation.com/Public/tracks_to_success/grant_proposal/main.asp
The Chronicle of Philanthropy "Guide to Grants" http://philanthropy.com/section/Guide-to-Grants/270/

Board Governance:
BoardSource http://www.boardsource.org/
Board Café at Blue Avocado http://blueavocado.org/category/topic/board-cafe

Marketing:
Advertising Age http://adage.com/
Kivi's Nonprofit Communications Blog http://www.nonprofitmarketingguide.com/blog/
Getting Attention! Blog http://gettingattention.org/
MissionMinded http://mission-minded.com/
AWeber Communications http://www.aweber.com/

Social Media/Information Technology:
Mashable http://mashable.com/
TechCrunch http://techcrunch.com/
ReadWriteWeb http://readwriteweb.com/
The Next Web http://thenextweb.com/
TechSoup http://home.techsoup.org/pages/default.aspx
Nonprofit Technology Network (NTEN) http://www.nten.org/

Volunteer Management:
The Points of Light Institute http://www.pointsoflight.org/
The Hands On Network http://handsonnetwork.org/

Community Statistics/Demographics:
STATS Indiana http://www.stats.indiana.edu/
SAVI http://www.savi.org/

** (For up-to-date available resources, contact the OFBCI directly or consult our website). **

Indiana Specific:

The State of Indiana's Office of Faith-Based and Community Initiatives (OFBCI)
http://www.in.gov/ofbci/2337.htm

The Indiana Association of United Ways
http://www.iauw.org/
The Indiana Association of United Ways (IaUW) helps 62 independent, community United Ways and Funds in Indiana improve the lives of local citizens.

Indiana Nonprofit Resource Network by the United Way
http://www.inrn.org/
 The INRN is a regionally-based service providing affordable, accessible, and high quality public and private workshops, board retreats, and consultant referral.

Indiana Youth Institute
http://www.iyi.org/
 The Indiana Youth Institute promotes the healthy development of children and youth by serving the institutions and people of Indiana who work on their behalf.

The Center on Philanthropy at Indiana University
http://www.philanthropy.iupui.edu/
 The Center on Philanthropy at Indiana University was created and how it fulfills the mission of increasing the understanding of philanthropy, improving its practice, and enhancing participation in philanthropy.

The Lake Institute on Faith and Giving, the Center on Philanthropy
http://www.philanthropy.iupui.edu/Lakefamilyinstitute/
"Offering a public forum for exploring the connections between individual philanthropy and faith; and fostering a greater understanding of the ways in which faith both inspires and informs giving."

 The Women's Philanthropy Institute
http://www.philanthropy.iupui.edu/womensphilanthropyinstitute/
The Women's Philanthropy Institute (WPI) aims to be recognized internationally as the preeminent center for the study and education about women's philanthropy.

Marion County Commission on Youth (MCCOY)
http://mccoyouth.org/
MCCOY champions the positive development of youth through leadership on key issues and support of the youth worker community.

Charitable Advisors
http://www.charitableadvisors.com/
A consulting practice based in Indianapolis, Indiana that focuses on expanding the capacity of area not-for-profits. They publish a free, weekly Indianapolis Not-for-Profit e-News with more than 9000 subscribing nonprofit professionals and volunteers.

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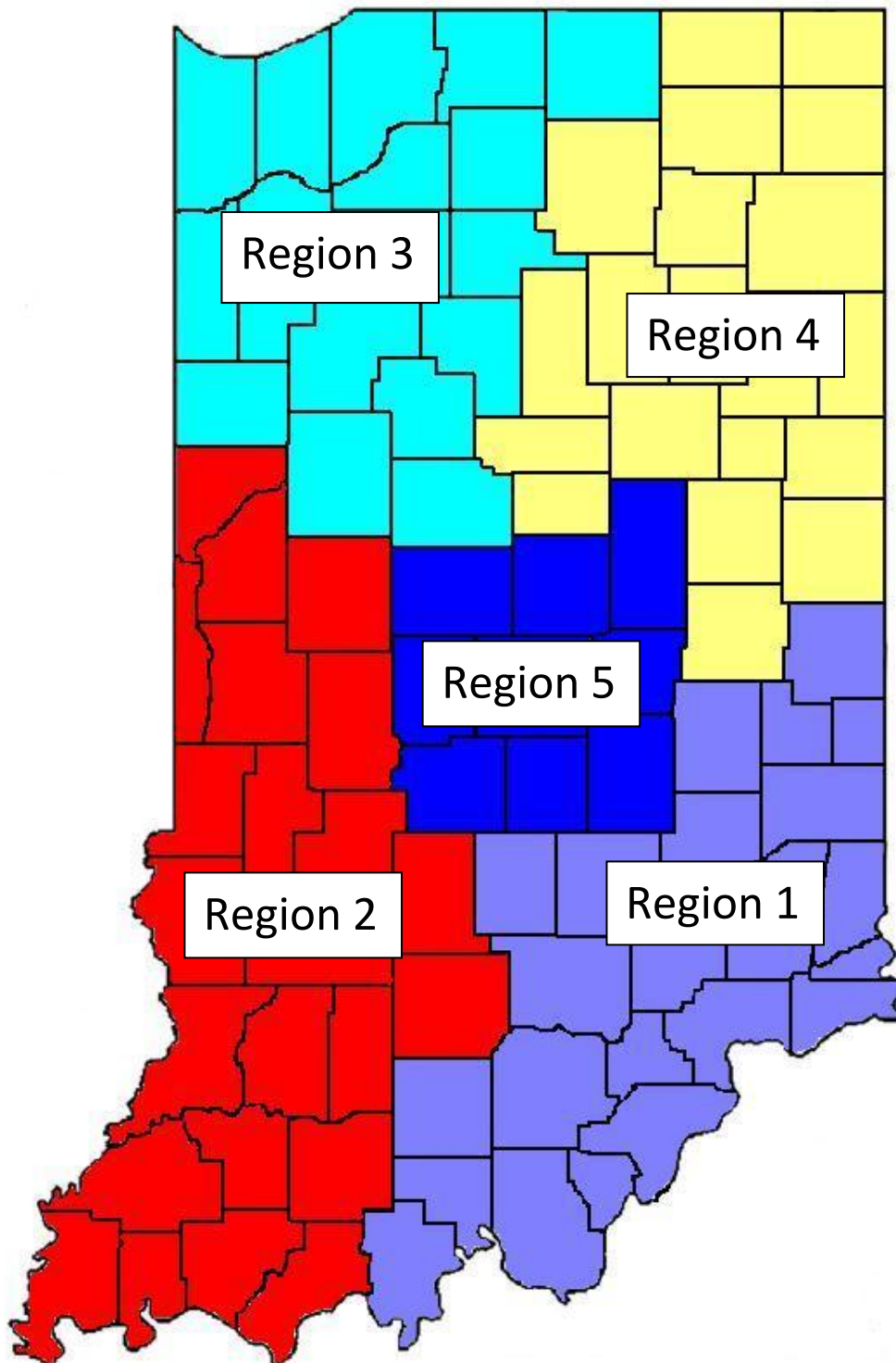
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Appendix A: Map of the Regions

Region 3

Region 4

Region 5

Region 2

Region 1

Appendix B: Friday Night Facts Flyer

ATTENTION: Faith-Based and Community Organizations

The Office of Faith-Based and Community Initiatives (OFBCI) invites faith-based and community grassroots organizations to take a statewide needs assessment being conducting by OFBCI's AmeriCorps* VISTAs.

WHO: Our target participants are **small, grassroots organizations with faith or secular backgrounds** that have **serious ambition** to build their capacity and improve their community in the process. Ideally, organizations should have *5 employees or less* and *less than $100,000 in annual income*. **HOWEVER,** we encourage **ALL** nonprofits of **ALL** sizes to consider this survey.

WHAT: We will be selecting from participants of this survey partners for extensive, one-on-one consultations should they indicate that they would like that opportunity. **All responses to the survey will contribute to a statewide report and help revamp OFBCI's approach to the serving Hoosier faith-based and community organizations!**

WHY: This survey will help OFBCI and other state agencies better understand the needs of small, grassroots faith-based and community groups, and to be better partners in serving the public with your organizations. As a VISTA program, collaboration with organizations that address issues of poverty will be the most important to respond.

WHEN: August 6th, 2010

WHERE: https://www.surveymonkey.com/s/OFBCINEEDSASSESSMENT

Every response serves the Hoosier nonprofit community!

For questions or feedback, please contact Monica, one of the VISTAs, at

mkrause@ofbci.in.gov or call 317-234-4287!

Nonprofit Resources at: http://www.in.gov/ofbci/2336.htm

Appendix C: Email Invitation to Participate

Dear Indiana Faith-Based and Community-Based Organizations,

As Hoosiers are working together to address the ever growing needs of our communities and families, they are learning how to do more with less. In particular, Faith-Based and Community- Based Organizations are experiencing an even greater influx of individuals and families in need of their services. As the demand for these services grows, FBCOs may need more assistance in the area of organizational capacity to be able to meet the needs of their clients and to sustain themselves as organizations. This year, the Office of Faith-Based and Community Initiatives (OFBCI) has received four AmeriCorps*VISTA (Volunteers in Service to America) Capacity Building Associates and one Volunteer Outreach Associate to support the office in providing focused technical assistance and training support to smaller FBCOs in Indiana.

As we assess our target audience, we will be working with smaller FBCOs that need Training and Technical Assistance in the following areas:

- Building effective partnerships; developing strategic plans; fundraising strategies; budgeting; applying for federal, state, and/or local funding; building and retaining volunteer programs; tracking clients; evaluating projects/programs; and assessing the needs of the organization and/or community
- Access to and the understanding of training resources, tools, and education opportunities beneficial to the organization and its growth.

If you are a small FBCO that would benefit from these services, the first step is completing the Needs Assessment survey found at the link below. This survey will help us determine the needs of organizations such as yours across the state. This information will then be used to help the VISTAs create appropriate tools to provide capacity-building services to organizations like yours. Please note that we must be selective and will work initially with only a small sample of respondents to this assessment. However, as our capacity grows, we may be able to provide more services to a larger number of organizations.

We ask you to take this survey through following the link below no later than **August 6, 2010**. It should take approximately 20 minutes to complete, and your answers will be completely confidential. We will generate a final report, which will be available via email and on the OFBCI website.   After your survey responses have been analyzed, one of our VISTAs may contact you to discuss capacity building opportunities for your organization. ***Please keep in mind that the responses to this survey are essential to the construction of a resource gateway for FBCOs through the OFBCI.***   If this letter reaches a nonprofit that has relationships with faith-based and/or community-based organizations in Indiana, please feel free to pass this communication to those who may be interested in being a part of this assessment.

You can access the Needs Assessment at the following web address:
https://www.surveymonkey.com/s/OFBCINEEDSASSESSMENT

Appendix D: Text of the Survey Questionnaire

Demographic and Contact Information

1. Please provide us with the following contact information so that we can follow up with you regarding capacity building services through the Office of Faith-Based and Community initiatives. (If you do not have a website, please type "no website")

Name	Organization	Title	Address	City/Town
State	ZIP	Website	Email Address	Phone Number

2. Please use the space below to provide us with the organization's mission statement. If the organization does not have a mission statement, type "No Mission Statement."
(Open Response)

3. Please indicate how long the organization has been in operation.
(Open Response)

4. Please indicate which of the following areas are serviced by your organization.

Childcare/Education	Substance Abuse/ Mental Health	Clothing or Home Furnishings	Disaster Relief
Community Development	Financial Literacy	Food and Nutrition	Housing/Homelessness
Advocacy	Mentoring	Job or Skills Training	Senior Care
Inmate Re-entry	Domestic Violence	Health (Care, Education, and/or Wellness)	

5. Please indicate what age range your services are targeted toward. (Choose all that apply)

Families	Adult men	Adult women	Children (all ages)
Seniors (65+)	0-6 years	7-13 years	14-18 years

6. Please indicate how many staff members you have in each of the following categories.

Full-time Staff with benefits   [0 1 2 3 4 5 6 7 8 9 10 11+]
Part-time Staff   [0 1 2 3 4 5 6 7 8 9 10 11+]
Full-time Volunteers   [0 1 2 3 4 5 6 7 8 9 10 11+]
Committed Part-time Volunteers [0 1 2 3 4 5 6 7 8 9 10 11+]
AmeriCorps Members [0 1 2 3 4 5 6 7 8 9 10 11+]
Interns [0 1 2 3 4 5 6 7 8 9 10 11+]
Board Members   [0 1 2 3 4 5 6 7 8 9 10 11+]

7. Please indicate whether the organization is faith based or community based.

Faith-based	Community Based

8. Has the organization received grants from the state of Indiana? (Check all that apply)

AmeriCorps State grant	AmeriCorps State host site	Strengthening Families grant
Access to Recovery Provider	Other State grant(s)	The Organization has not received any grants

Organizational Assessment

1. **The organization has a process for reviewing and responding to ideas, suggestions, comments, and perceptions from all staff members, volunteers, and clients.**

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

2. Every year, the organization evaluates its activities to determine progress towards goals.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

3. All stakeholders are involved in the evaluation of the organization's progress toward benchmarks and goals.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

4. The impact of programs on clients is measurable and quantifiable.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

5. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.
(Open Response)

Operations and Governance
1. The organization is current and up to date on all legal and tax forms required by law (including Articles of Incorporation, Form NP-20A, EIN, Form SS-4, Form 1023, Business Entity Report, IRS 990).

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

2. The Board meets regularly, and actively participates in strategic short-term and long-term planning.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

3. New Board members receive orientation.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

4. The Board gets regular training on nonprofit management or other relevant topics.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

5. The Board has a process for handling urgent matters between meetings.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

6. The Board has mandatory term limits.

Yes	No
Don't Know/Not Applicable	If yes, please explain

7. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.
(Open Response)

Planning and Programming
1. The organization frequently evaluates, by soliciting community input, whether its mission and activities provide benefit to the community.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

2. The organization has a long-term strategic plan to accomplish its mission in measurable goals.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

3. The Board, staff, clients, volunteers, key constituencies, and community members all participate in planning.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

4. The organization has established an evaluation process and performance indicators toward the achievement of its goals and objectives.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

5. Those receiving services participate in program development.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

6. Sufficient time and resources are allocated to programs.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

7. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.
(Open Response)

Networking and Advocacy

1. The organization networks and/or collaborates with other non-governmental organizations to produce the most effective and comprehensive services to clients.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

2. The organization networks and/or collaborates with government agencies to produce the most effective and comprehensive services to clients.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

3. The organization participates in advocacy for the community it serves on a local or national level, in addition to providing services to clients.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

4. The organization is associated with a regional, national, or international organization with a similar mission.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

5. The organization has mentoring relationships with similar organizations at the regional, national, or international level.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

6. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.
(Open Response)

Human Resources

1. The organization hires staff based on skill, and not due to personal relationships with staff or the Board.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

2. Employee performance is regularly assessed, and appropriate recommendations and credit are given.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

3. The organization has a clear volunteer management plan, including training for all volunteers.

Strongly Disagree	Disagree
Agree	Strongly Agree
Don't Know/Not Applicable	The Organization Does Not Have Volunteers

4. The staff has all the skills and competencies to make the organization succeed.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

5. The staff participates in on-going training to enhance skills.

Strongly Disagree	Disagree
Agree	Strongly Agree
Don't Know/Not Applicable	If on-going training occurs, please describe below (Open Response)

6. The organization has a constitution, bylaws, personnel handbook, and/or codes that are current, enforced, and accessible.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

7. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.
(Open Response)

Marketing

1. The organization has a clear mission and vision that is regularly communicated to staff, volunteers, and clients.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

2. The organization is well-known within the community it serves.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

3. The organization has a good reputation within the community it serves.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

4. Varied forms of media are used to educate the community about the existence, mission, and programs of the organization.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

5. What types of media are used to educate the community about the existence, mission and programs of the organization?
(Open Response)

10. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.
(Open Response)

Information Technology

The organization has reliable computers, internet connections, and telephones in the organization's main offices/central location.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

2. The organization has an adequate number of computers to satisfy the needs of employees and/or volunteers.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

3. The organization has a website that is frequently updated, maintained, accessible, and reflective of the needs and mission of the organization.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

4. Employees and/or volunteers of the organization are literate in information technology and are able to handle technological tasks related to their work.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

5. The organization has access and ability to run software packages necessary for the operation of the organization, including, but not limited to, accounting software, statistical packages, design programs, and informational management programs.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

6. It is easy for the public to contact the organization via telephone or email.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

10. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.
(Open Response)

Financial Resources

1. From which source(s) does your organization currently receive funding? (choose all that apply)

Fees for services	Federal Grants	State Grants	Local Grants
Individuals	Corporations	Capital Campaign(s)	Annual Fund
One-Time Donors	Repeat Donors	Foundations	Religious Organizations
Show replies/Other (please specify)			

2. What are your fund-raising tactics?

Hosting fund-raising events	Online donations through website	Solicitation by mail
Solicitation by phone	Selling products or providing services	Show replies/Other (please specify)

3. The organization has sufficient funding to be able to maintain its current capacity of services and programs.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

4. The organization follows accounting practices which conform to either Generally Accepted Accounting Principles (GAAP) or International Financial Reporting Standards (IFRS).

Strongly Disagree	Disagree
Agree	Strongly Agree
Don't Know/Not Applicable	If other standard is used, please explain

5. The organization prepares timely financial reports and distributes them to the Board and other relevant parties – including balance sheets, income statements, and cash flow documents.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

6. Does the organization have an accountant or fiscal person?

Yes	No	Don't Know/Not Applicable

7. The organization has a specific budget in place that has been reviewed and approved by the Board.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

8. The organization has a documented set of internal controls, including the handling of cash and deposits and approval over spending and disbursements.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

9. The Board has a fully functional fundraising committee.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know/Not Applicable

10. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Capacity Building Support

1. Considering the questions covered on the previous pages, please rank these capacity areas in order with "1" signifying the most challenging and "8" signifying the least challenging.

Financial Resources	Marketing	Networking and Advocacy	Human Resources
Information Technology	Operations and Governance	Planning and Programming	Organizational Assessment

2. Please indicate if you would like to be contacted by one of our VISTA members regarding assistance in your capacity building development.

Please contact me	Please do not contact me

3. In what areas would the organization benefit from support by the OFBCI?

Organizational Assessment	Operations and Governance
Planning Programming	Networking and Advocacy
Human Resources	Marketing
Information Technology	Financial Resources
More than one area (listed in "other" category)	

4. Would you like for OFBCI to e-mail the final report based on this survey?

Yes	No

Appendix E: Full Methodology

Section E1- Methodology Background

The purpose of our Needs Assessment Survey is two-fold. First, we needed a group of organizations in need of capacity building assistance who wanted to take part in our project. The survey served as an "application" to inquire about our services and give us an idea of their organizational capacity so we could best choose how to assist each organization. The second purpose was to give us an idea of the most common challenges facing the Hoosier nonprofits took the survey. We wanted to be as ready as we could to deliver—and connect—resources that these organizations could use. By focusing on the "application" element and getting a surface idea of the kinds of services that survey organizations would want, we set ourselves up for successful partnerships.

The OFBCI Needs Assessment Survey garnered responses from 107 organizations as of August 6, 2010. Of the respondents, 105 completed the first section of the survey, titled "Demographic Information," therefore the information they provided in this section has been included in the profile of the respondents. Of these, 98 completed the survey in its entirety, and those responses were used to create the data analyzed for organizational capacity throughout the state. While this sample size limits out ability to make conclusions about any statewide trends, there were definite conclusions about the participants in the survey. This is our essential focus, and is the lens through which we wrote this report.

We discovered a few discrepancies in the data that seem to reflect problems with the semantics that were unanticipated. There were a few comments from respondents saying that they did not understand a particular question, based on language or contextual definition. One word in particular that caused trouble was question 2.3's "stakeholders." Several respondents commented to say that they include some types of people as stakeholders, but not other groups like community members. This discrepancy is in part a good thing; we wanted to make the respondents pause and consider if they are

truly seeking information from all people in any way involved in the activities of the organization. However, our definition of who counts as a stakeholder ought to have been clarified.

Another part of the survey that had problems was in the Demographic section. In question 1.6, we asked the number of staff and volunteers the organizations have. As many of these nonprofits are grassroots, the lines between staff and volunteers may be thin. In hindsight, we recognize that we ought to have clarified between the types of volunteers the organization has. For example, one nonprofit operates a program recruiting hundreds of senior citizen volunteers every year, but this respondent indicated that they have no volunteers because none of these volunteers help with the administrative tasks of the nonprofit.

Another area where the survey's language caused problems was in question 10.1. There appears to have been confusion in the definition of the eight areas of capacity. One that caused particular trouble is the category of Financial Resources. We expect that many of the respondents considered this to refer only to having adequate finances, but not a more inclusive definition looking at financial management as well. This will be discussed further in the following chapters. However, as we expected, the confusion regarding the interpretation of the survey's language is a result in itself. Though no generalizations can be made without further research into the exact meanings of the respondents' answers, we can attribute some of the unexpected findings to a difference in our intent and the respondents' interpretations of the text.

Section E2 – Survey Creation

We utilized the website Survey Monkey to create the survey. The format consists of ten sections containing between three and ten questions each. In addition to a question about whether or not the organization would like to receive support from our office, the ten categorical sections are:

Demographic/ Contact Info	Organizational Assessment	Operations and Governance	Planning and Programming	Marketing
Networking and Advocacy	Information Technology	Human Resources	Financial Resources	Capacity Building Support

A majority of the questions are formatted similarly to the Likert scale with respondents given a statement and asked to respond from the following choices: *Strongly Disagree; Disagree; Agree; Strongly Agree; Don't Know/Not Applicable*. Other questions have the "Yes/No" answer format, and one other asks respondents to rank each area of capacity building on scale of one to eight (most challenging to least challenging). At the end of each substantive section is a blank text box for any additional information or to clarify previous answers. (*Please refer to **Appendix D** for the complete text of the questionnaire).*

There have been several Indiana nonprofit organizational assessments conducted, and we wanted to build off of the knowledge of those studies while focusing ours on the agencies that took the survey, rather than the aggregate Indiana nonprofit community. We used several sources as inspiration for choosing the format and questions in the survey. The most significant source is Dr. Kirsten A. Grønbjerg's *Indiana Nonprofits: Scope and Community Dimensions* (2010). We found her seven categories of capacity building to be useful while adding Organizational Assessment as a category to stress the importance of organizational self-evaluation in the survey.

For the specific questions we developed, we took inspiration from the types of questions found in the U.S. Department of Health and Human Services' Administration for Children and Families' *Capacity Benchmarking Took For Faith- and Community-Based Organizations* (2006) and the Substance Abuse and Mental Health Service Administration's Center for Substance Abuse Treatment's *Sustainable Grassroots Community-Based Programs: A Toolkit for Community- and Faith-Based Service Providers* (2008). Based off these two guides as well as Dr. Grønbjerg's study, we included some questions that appeared to be necessary requirements for an organization's operation as well as questions that exhibit

achieving a higher capacity. Though we did not differentiate between these two by identifying them, we feel that that the design reflects both the minimum requirements and best practices for nonprofits.

In the creation of the survey, there was significant discussion about the type of language to use. As with most sectors, there exists a certain "lingo" that members of the nonprofit community use that can sound foreign to outsiders. It would be natural and appropriate to use such language considering our audience, but not all of the respondents would necessarily be familiar with terms like "sustainability" or those words could mean different things for different people. However, it is also true that the inability to speak the nonprofit language is a telling sign of professional capacity in itself. We ultimately decided to use more simple language in order to get the most complete understanding of the survey possible, which would lead to more reliable results.

Section E3 – The Sample

The original purpose of the survey had an affect on how we marketed the survey to reach our target audience. Since the survey's primary goal is to provide us with lower-capacity organizations that want training and technical assistance, we specifically advertised that we were looking for:

> *"…small, grassroots organizations with faith or secular backgrounds that have serious ambition to build their capacity and improve their community in the process. Ideally, organizations should have 5 employees or less and less than $100,000 in annual income. However, we encourage all nonprofits of all sizes to consider this survey"* (*please see* **Appendix B** *for the actual flyer*).

We felt the need to emphasize that our services will be for small organizations only, but that we welcomed all organizations to take the survey to get a more widespread sample to aid in comparison. Also, as an AmeriCorps *VISTA program, we are expected to gear our activities towards nonprofits that address issues of poverty. This excludes many nonprofits, particularly ones for the arts or the environment that do not *directly* impact issues of poverty. Thus, our sample is certainly not representative of all Hoosier nonprofit organizations, and should not be taken to be representative of all Hoosier nonprofits in the social service-providing arena.

Our first step was the pilot survey which was advertised via email to applicants of OFBCI's Good

Works Indiana--Strengthening Families (GWIN-SF) grant. Over 100 organizations were contacted and

asked to complete the survey within three days and provide feedback in regards to the survey format

and wording. A total of 11 organizations took the survey before the deadline, and a total 18

organizations took the survey after that date but before the full survey was launched eight days after

the pilot survey email was sent. All 18 organizations were sent another e-mail soliciting feedback on the

format and depth of the survey, and we received it from three organizations. We took the lack of

responses as a sign that the survey had few problems and was easily understood by most participants.

The only change made from the pilot survey to the original was to Question 10.3. Originally,

respondents were only able to give one answer, but based on the feedback, we added an "Other"

category with a blank text box to give the option of listing more than one answer.

After the pilot survey, we advertised the launch of the full survey in several ways. First, we sent

a flyer via email to the Friday Night Facts (FNF) subscribers. Over 5,000 people receive these emails from

OFBCI every week, so we expected this to be our primary method of reaching our target audience. A

flyer was placed in FNF the following week as a reminder. We also sent out personal emails to

organizations associated with OFBCI: AmeriCorps State host sites, Access to Recovery providers, and a

second email to the Strengthening Families applicants. Through other office contacts, we reached out to

other individuals and asked them to pass along our invitation to take the survey to their personal

contacts. Please refer to Appendices B and C for the FNF flyer and the invitation to take the survey sent

through e-mail. From the day the full survey launched, 89 organizations participated over the course of

14 days. Including the pilot survey respondents, the total number of responses was 107. A more detailed

examination of the sample can be found in with the statewide data analysis in Section 6.

Section E4 – Coding Method

Our coding method was simply a conversion of the 4 answers (Strongly Disagree; Disagree; Agree; Strongly Agree) to a score of 1-4 with 0 representing "Don't Know/Not Applicable." This was possible because each question is formatted to reflect that Strongly Agree refers to achieving the best practice or minimum standard, so it receives the highest score of 4. Thus, when each score is added together, a higher score reflects a higher capacity organization. For the "Yes/No" format questions, the same idea is reflected; "Yes" was scored as 4 and "No" as 1. There is a total of 176 possible points, and we determine 3 levels of capacity based on the raw scores: high capacity organizations score between 133-176 points; middle level capacity is a range of 89-132; low capacity organizations have between 44-88 points. This range was determined based on both the highest and lowest scores possible and then by dividing that range into three equal parts.

Much of the significant information comes not from the scores, but from the qualitative responses in text boxes. This information is not reflected in the scores, but is used to substantiate the raw scores in our understanding of their organization capacity. This additional information is useful in making decisions about what level of assistance we can give to a particular organization. There is no content analysis of these data.

Section E5 – Data Analysis

The data are analyzed simply by finding the three basic averages (mean, median, and mode) for comparison. We analyze the data both collectively and regionally. Part of this reason is we divided that state into five regions for us to specialize in an area for our capacity building assistance. We follow the same guidelines for dividing the counties as the Governor's Conference on Community Service and Volunteerism that OFBCI plans to assist in office solidarity, giving us four regions. The fifth central region comes out of practical necessity. Marion and the surrounding "donut" counties represent about 30% of all the survey respondents, and the area has a more dominant effect so it does not fit in easily with any of the other regions. Thus, it becomes its own region as seen in *Appendix A*.

It is important to note that in our regional comparisons, we give the regions equal weight instead of it being based on the number of respondents in each region. We want to emphasize the similarities and differences between the regions as a whole without the added confusion of how many respondents are in each region. However, when looking at the data from a statewide perspective, region was immaterial to the data analysis.